

# **An Investigation of Coping and Adaptation in U.S. Army, Europe**

**Criteria of Adaptation, Life Role Demands Faced  
by First-Term Enlistees, and Services  
Provided by U.S. Army, Europe Agencies**

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AN INVESTIGATION OF COPING AND ADAPTATION IN U.S. ARMY, EUROPE: CRITERIA  
OF ADAPTATION, LIFE ROLE DEMANDS FACED BY FIRST-TERM ENLISTEES, AND  
SERVICES PROVIDED BY U.S. ARMY, EUROPE AGENCIES

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CRITERIA OF ADAPTATION, LIFE ROLE DEMANDS FACED BY FIRST-TERM  
ENLISTEES, AND SERVICES PROVIDED BY USAREUR AGENCIES

CHAPTER 1

INTRODUCTION

OVERVIEW

The Life Coping Skills in USAREUR Project was initiated to investigate the validity of the assumption that there is a relationship between a first term enlistee's ability to function in everyday life, both on and off the job, and the extent to which the soldier adapts to a new environment, specifically the U.S. Army in Europe. A study of the factors which contribute to successful adaptation is important because research has suggested that the extent to which soldiers are able to successfully adapt affects such crucial aspects of mission readiness as performance and retention.

A determination of the degree to which the assumed relationship exists could not be made without first investigating several areas related to coping and adaptation. First, the specific demands which are commonly faced by first term enlistees in USAREUR have been identified and rated according to the frequency with which they are faced, importance, and first term enlistees' ability to meet them. Second, indicators of successful and unsuccessful adaptation have been delineated. A related issue was also investigated: What services are available to soldiers in Europe to help them in coping with the demands imposed by the USAREUR environment? In order to obtain data related to these issues, several sources were used: first term enlistees, non-commissioned officers, and representatives of military organizations/units and USAREUR agencies.

## CONTEXT OF THE STUDY

First term enlisted personnel who are assigned to USAREUR encounter many unfamiliar situations within their new work environment and within the foreign culture in which they must function. In order to cope successfully with the new and frequently difficult demands imposed by these situations, a soldier must possess and be able to apply certain knowledge, skills and attitudes. The Life Coping Skills in USAREUR Project, of which this investigation is one component, has as its focii the identification of the specific skills needed by soldiers to adapt successfully, methods which can be used to assess those skills, programs which assist soldiers in coping, and techniques that can be used to teach soldiers the needed skills.

Specifically, the following objectives were delineated in the 1980-81 HumRRO proposal in response to the Army Research Institute's statement of work:

1. Select/develop and inventory military life coping skills and competencies needed to adapt successfully to the USAREUR environment.
2. Refine, if necessary, instruments, methods and procedures for measuring the skills and competencies included in the inventory developed in objective 1 above.
3. Validate the instruments, methods and procedures developed in objective 2 above.
4. Assess the degree to which military life coping skills and competencies measured by the instruments, methods and procedures referenced in 2 above relate to successful USAREUR adaptation.
5. Develop and evaluate a pilot education/training program designed to teach relevant USAREUR military life coping skills.



The approaches described in the proposal to accomplish the above objectives were modified in several ways based upon the results of initial project activities. The procedures by which the objectives are actually being accomplished are discussed below because it is within the context of the total project that the activities reported herein are relevant.

The review of the literature, Coping and Adaptation: Theoretical and Applied Perspectives (Dawson, et al., 1980 draft), included many topics related to the identification of life coping skills crucial to first term enlistees' successful adaptation to USAREUR. The literature included theoretical work in psychology, sociology and education pertinent to concepts of adaptation, coping, competence, skills and functional competency. Applied work conducted in both military and civilian sectors was concerned primarily with methods for determining critical coping skills, skills which have been identified previously (almost exclusively in civilian literature), and the elements of successful adaptation to USAREUR. In addition to reviewing the literature, Coping and Adaptation presents (a) a theoretical framework for the project, (b) a model of the coping process, and (c) a model of functional competency.

The review of the literature does not, however, include an inventory of life coping skills as originally proposed. It had been anticipated that it would be possible to derive an inventory of USAREUR life coping skills from information available in the literature. This was not the case. A need existed to go beyond the literature, from which only inferences could be made about the skills needed for successful adaptation to the USAREUR environment. It had also been anticipated that existing references would be a primary source for data concerning programs designed to assist soldiers in coping

with life in USAREUR. Again, this was not the case. During the review of the literature and in early meetings with representatives from a wide range of such USAREUR programs, it became evident that the kinds of information needed about program design and use do not exist for the majority of the programs. Because of these limitations in the existing literature, the data collection activities described in this report were conducted.

This document, therefore, includes the review/evaluation of existing approaches which assist soldiers in acquiring life coping skills in USAREUR (Subtask 3) and also data necessary for the completion of the remaining subtasks of the project.

Utilizing the findings of this investigation, a systems approach to instructional development will be applied to prepare and validate measures of the skills needed to meet the life role demands identified as the highest priorities. Each demand is stated in general, goal-like terms. The most crucial demands will be operationalized in terms of the tasks which must be performed in order to meet them and the skills required to perform the tasks. Performance measures will be developed to assess the extent to which a soldier is able to apply the skills within the context of the life role demands.

The final task of the project is also dependent upon the results of this investigation. As proposed, a pilot instructional program which addresses a significant aspect of USAREUR life coping skills will be developed and formatively evaluated. From the top priority demands identified in this study, one or more will be selected as the topic(s) of this prototype program by the project staff, the contracting office representative, and the sponsoring Army Continuing Education Services.

Within the context of the project objectives, subtasks and deliverables, the results of the research presented in this report contribute to one or more aspects of each major activity: identification and assessment of life coping skills, determination of the relationship between coping skills and successful adaptation to USAREUR, and development of a prototype instructional program.

#### RESEARCH QUESTIONS

The activities discussed in this report were undertaken to investigate several questions about indicators of adaptation, life role demands, and services provided by USAREUR agencies. Specifically, the following questions were asked:

- 1.0 What are the indicators which most strongly differentiate between a soldier who has successfully adapted to USAREUR and one who has not adapted to the new environment?
- 2.0 What are the life role demands commonly faced by first term enlistees?
  - 2.1 How many first term enlistees are confronted with each demand during their tour overseas?
  - 2.2 How often are soldiers faced with the need to meet each demand?
  - 2.3 How important is it that a first term enlisted soldier be able to meet each demand, specifically in relation to his/her ability to adapt to the USAREUR environment?
  - 2.4 How well are first termers currently able to meet each demand?
  - 2.5 If soldiers cannot meet the demands, what course of action could/should/would they take?

- 2.6 Given limited resources (time, money and personnel), which of the identified demands are of the highest priority to be addressed in future Life Coping Skills in USAREUR Project activities and by other programs?
- 3.0 What services of USAREUR agencies/organizations are presently available to assist first term enlisted personnel in coping with the various aspects of everyday life?
- 3.1 What agencies/organizations currently provide services which are designed to assist soldiers, specifically first termers, in meeting the life role demands they face?
- 3.2 What kinds of services are provided by each agency: type of service (e.g., information, training or counseling) and area of service (e.g., health, financial or recreation)?
- 3.3 What are the characteristics of the people who use the agency services (e.g., rank, voluntary vs. mandated, and on duty vs. off duty)?
- 3.4 How many first term enlisted personnel use the services provided by the agencies?
- 3.5 How often do those who use the services at all make use of the agencies?
- 3.6 What are the reasons for infrequent use or non-use of agency services?
- 3.7 What are the opinions regarding the effectiveness or satisfaction with the services provided by the agencies?

- 3.8 How do the agencies attempt to inform soldiers of their services and how do soldiers, in fact, learn about their services?
- 3.9 What role do NCOs take vis a vis the agencies and the first term enlistees for whom they are responsible?
- 3.10 What is the relationship between the USAREUR agencies and the life role demands identified in 2.0; which demands are addressed by the agencies; and which agencies are recommended/preferred as a course of action when the individual demands can't be met?
- 3.11 What are the problems agencies have in delivering their services and the problems first term enlistees have in using the services?

## CHAPTER II

### METHOD

#### OVERVIEW

Three phases of data collection which utilized several kinds of procedures were conducted between February and July, 1981. The major areas addressed in the study were: (a) criteria of successful adaptation to USAREUR; (b) life role demands faced by first term enlisted personnel in Europe; and (c) services provided by agencies/organizations to assist soldiers in coping with life in USAREUR. Three sources of data were utilized: (a) representatives of agencies/organizations which interact with and/or provide services to first term enlistees; (b) a sample of first term enlisted personnel; and (c) non-commissioned officers responsible for the supervision of the sample of first termers. The specific procedures and participants are described below.

#### PHASE 1: CONFERENCE OF AGENCY/ORGANIZATION REPRESENTATIVES

##### Purposes

A conference of representatives of USAREUR agencies/organizations was held in order to obtain their perceptions of the overseas life of first term enlisted soldiers. Because these military and civilian people have first-hand knowledge of the needs and problems of soldiers through their interactions with them both on duty and off, it was anticipated that they would provide valuable insights into the key issues of the project. It was desired to secure as many ideas as possible in an open-format manner about the criteria of successful adaptation and the life role demands faced by first termers and

then to obtain preliminary data about the relative importance of the criteria and of the demands. Another major purpose was to try out the Survey of Services, a questionnaire concerning the services provided by USAREUR agencies/organizations and to collect preliminary information about those agencies represented at the conference.

As a result of the conference, it was expected that the following would be accomplished:

1. A pool of criteria/indicators of adaptation to USAREUR would be developed for use in an instrument to be administered to a larger sample of agency representatives. Preliminary data would be gathered as to the relative importance of the criteria.
2. An inventory of life role demands commonly faced by first term enlistees would be compiled for use in an instrument to be administered subsequently to other agency representatives, first termers, and their supervising NCOs. Conference participants' perceptions of the relative importance of the demands would also be collected.
3. The Survey of Services would be tried out and preliminary data about USAREUR agencies would be obtained.
4. Based upon the comments, suggestions and responses to the three instruments, appropriate revisions would be made to the Survey of Services.
5. Conference participants would be informed of the project's purposes and activities, and hopefully, would be supportive of future project efforts.

## Participants

Approximately 50 USAREUR agencies/organizations which interact with and/or provide services to first term enlistees were contacted by telephone during January, 1981, and invited to send a representative to the Life Coping Skills in USAREUR Conference on February 9 and 10. Individuals who were assigned to or who agreed to attend were sent an informational packet which provided an orientation to the project and a preview of the conference. This packet is included in Appendix A. Thirty-seven people attended all or parts of the conference. The organizations which they represented are listed in Table 1.

## Procedures

On Monday, the conference began with a keynote address discussing the project within the context of the Army's ongoing efforts in the area of basic education in the past decade. Project staff members then provided an overview on coping and adaptation from theoretical and applied perspectives and described the activities of the workshop.

Participants were assigned to one of six groups based upon the major life area addressed by their agency. The groups were health (including physical and psychological), financial/consumer, work (non-MOS-specific), leisure/recreation, legal/citizenship, and education. For the rest of the first day, participants met in their small groups, each of which was facilitated by a project staff member. During the morning, the groups' task was to brainstorm indicators of both successful and unsuccessful adaptation to USAREUR. Participants were asked to "picture" a soldier they would characterize as a successful adapter and another who they would classify as a non-adapter. The descriptors which they generated following the rules for brainstorming



Table 1

Life Coping Skills in USAREUR Conference:  
Agencies Represented By Agency Type

Agency Type	Agency	Representative
<u>CONSUMER</u>		
	Army and Air Force Exchange Service	Post Exchange Staff
	Army Community Service	Community Staff
	Army Community Service	Corps Staff
	Military Banking Facility	Customer Service Representative
<u>EDUCATION</u>		
	Army Continuing Education Services	USAREUR Headquarters Staff Representative
	Army Continuing Education Services	Corps Language Coordinator
	Army Education Center	Education Services Officer
	Army Education Center	Education Counselor
	Big Bend Community College	Administrative Staff
	Big Bend Community College	High School Completion Program Instructor
	Temple University	Basic Skills Education Program Staff
	University of Maryland	Special Projects Staff
	Learning Resource Center	Staff Representative
<u>HEALTH</u>		
	7th Medical Command	Social Services
	130th Station Hospital	Clinical Psychologist
	130th Station Hospital	PA Consultant
	928th Medical Detachment	Physician's Assistant
	Dispensary	Staff Representative
	Mental Health Clinic	Staff Representative

<u>Agency Type</u>	<u>Agency</u>	<u>Representative</u>
<u>HEALTH (continued)</u>		
Walter Reed Institute		Psychologist
Drug and Alcohol Rehabilitation		Corps level staff
Chaplain's office		Staff Representative
<u>LEISURE AND RECREATION</u>		
KONTAKT		Administrative staff
Morale Support Directorate		Staff Member
<u>LEGAL</u>		
Legal Assistance Office		Staff Representative
Confinement Facility		Social Worker
Military Police		Staff Member
Race Relations & Equal Opportunity		Staff Representative
<u>WORK-RELATED</u>		
21st Replacement Battalion		Staff Member
21st Support Command		Staff Member
Headquarters, 8th Infantry Division		G-3
541st Engineering Company		First Sergeant
Sergeant Morales Club		Representative
<u>OTHER REPRESENTATIVES</u>		
Army Research Institute		Research Psychologists

---

COMMUNITIES REPRESENTED

---

Bad Kreuznach  
 Bamberg  
 Baumholder  
 Frankfurt  
 Friedburg  
 Giessen

Heidelberg  
 Karlsruhe  
 Mainz  
 Mannheim  
 Schwetzingen

were recorded by the facilitator on chart paper so that everyone in the group could see and also were tape recorded.

After lunch the small groups reconvened with different facilitators and were presented with the task of developing a list of life role demands related to their area of interest. These demands were those which they saw as commonly faced by first term enlistees. Again, these ideas were recorded in writing and on tape. The materials which were used by the participants and facilitators during the conference are contained in Appendix B.

The two sets of lists which were produced by the morning and afternoon sessions were reviewed by the project staff. Duplicates were discarded, similar statements were combined and the lists were synthesized into a manageable number of items which contained all of the ideas from the groups. The resulting list of demands is in Appendix C. It will be helpful to the reader to refer to this appendix when data are presented by demand number. The indicators of adaptation were compiled into an instrument with which respondents could rate the extent to which each affects adaptation to USAREUR--from 7 (very negatively) through 1 (very positively). The life role demands were assembled in a device by which respondents could rate how important each demand is for successful adaptation to USAREUR (from 5--not at all important, through 1--extremely important).

The following morning, each participant completed the indicators of adaptation and the life role demand instruments. They also completed a draft version of a Survey of Services which requested information about the organization and operation of their agency, the services it provides, the clientele it serves and problems encountered by the agency and its clientele.

These three draft instruments are included in Appendix D. The revised versions which resulted from the comments, suggestions, and responses made by the conference participants are contained in Appendix F.

At the close of the conference, participants completed an evaluation form, the results of which are shown in Appendix E.

PHASE 2: MAILED QUESTIONNAIRE: SURVEY OF SERVICES,  
CRITERIA OF ADAPTATION AND LIFE ROLE DEMANDS

Purposes

In order to obtain the views of a wider sample of USAREUR agency personnel concerning the coping and adaptation of first term enlistees, the three-part questionnaire which resulted from the conference was sent to agencies/organizations throughout USAREUR. The specific objectives were:

1. To collect information about the services offered to soldiers by USAREUR agencies.
2. To develop a rank order list by strength of indicators of adaptation (from very strongly indicative of successful adaptation through very strongly indicative of non-adaptation).
3. To obtain the perceptions of agency representatives as to (a) how many first termers are faced with each demand and (b) how important it is for them to be able to meet each demand.

Participants

A matrix was developed which included Army locations throughout USAREUR (primarily in Germany) along one dimension and types of USAREUR agencies along the other. The names of the locations and agencies are listed in

Tables 2 and 3. A sample of 567 cells was selected for participation. Two hundred twenty-three completed or partially completed instruments were returned; 15 surveys were returned blank or too late to be analyzed. Table 3 indicates the number of surveys sent and the number of usable instruments received from each agency type.

#### Procedures

Each of the selected agencies was sent the three-part questionnaire and a brief description of the project's purposes and activities. The packet was sent under the cover of a letter from the Deputy Chief of Staff, Personnel, for USAREUR. When specific names were known or could be easily obtained, the packet was addressed to an individual; the rest were sent to the director or staff member of the agency. Survey recipients were asked to complete the instruments by 25 March (approximately three weeks from receipt) and to return them in the addressed envelope provided. During the second week of April, follow-up letters were sent to agencies in the sample who had not yet returned their surveys. Appendix G contains the material other than the instruments (which are in Appendix F) that was sent to the sampled agencies.

#### PHASE 3: ON-SITE INTERVIEWS AND QUESTIONNAIRES WITH FIRST TERM ENLISTEES AND NON-COMMISSIONED OFFICERS

#### Purposes

The importance of this phase of the project staff was stressed by a number of conference and survey participants who expressed the opinion that in order to obtain valuable information about the demands faced by first term enlistees and about the services offered to help them to cope with the demands, data

Table 2

## USAREUR Locations Sampled: Survey of Services

Location	# Sent	# Returned (Usable)	%
Ansbach*	24	15	62.5
Aschaffenburg	12	3	25.0
Augsburg	14	4	28.6
Bad Kreuznach	15	6	40.0
Bad Toelz	8	2	25.0
Bamberg*	25	14	56.0
Baumholder*	18	6	33.3
Berlin*	22	6	27.3
Darmstadt	20	8	40.0
Frankfurt*	30	10	33.3
Fulda	13	5	38.5
Garlstedt	8	3	37.5
Garmisch	4	2	50.0
Giessen*	19	5	26.3
Goeppingen	14	6	42.9
Hanau	17	6	35.3
Heidelberg	21	10	47.6
Heilbronn	14	7	50.0
Kaiserslautern	20	6	30.0
Karlsruhe*	20	4	20.0
Mainz	14	6	42.9
Mannheim	25	7	28.0
Munich	10	4	40.0
Neu Ulm	9	4	44.4
Nuernburg	36	14	38.9
Pirmasens	11	4	36.4
Schwaebisch Hall	6	4	66.7
Schweinfurt	9	4	44.4

Location	# Sent	# Returned (Usable)	%
Stuttgart	25	11	44.4
Wiesbaden	12	6	50.0
Worms	8	6	75.0
Wuerzburg	15	6	40.0
Zweibruecken*	21	7	33.3
7th ATC	9	3	33.3
SETAF	15	8	53.3
Italy	13	6	
Greece	1	1	
Turkey	1	1	
SHAPE	3	1	33.3
Paris USO	1	0	0.0
Totals:	567	223	39.3

Table 3

## Types of USAREUR Agencies Sampled: Survey of Services

	Number of surveys		
	sent	received	%
CONSUMER			
Army and Air Force Exchange Service	6	1	16.7
Army Community Service	41	32	78.0
Army Emergency Relief	21	5	23.8
Military Banking Facility	23	9	39.1
Check Control	10	2	20.0
Credit Union	1	0	0.0
Driver's Testing/Orientation	1	0	0.0
Finance	24	9	37.5
Housing Referral	11	5	45.5
Thrift Shop	1	0	0.0
Vehicle Registration	2	0	0.0
LEGAL/CITIZENSHIP			
Legal Services	17	10	58.8
Provost Marshall	20	8	40.0
LEISURE AND RECREATION			
Armed Forces Recreation Centers	2	1	50.0
Morale Support - Recreation Centers	33	9	27.3
USO (Directors and Outreach Coordinators)	17	7	41.2
KONTAKT	21	7	33.3
Libraries	2	1	50.0
Area Club Manager	1	0	0.0
HEALTH (PHYSICAL AND PSYCHOLOGICAL)			
Community Drug and Alcohol Assistance Center (CDAAC)	17	4	23.5
Chaplains	22	11	50.0
Dispensary	19	2	10.5
Dental Clinic	13	7	53.8
Optical Clinic	2	1	50.0
Mental Hygiene	16	6	37.5
Psychiatry	4	1	25.0
Hospital	14	6	42.9
Red Cross	20	8	40.0



	sent	received	%
EDUCATION			
Education Center Personnel:			
Education Services Officers	22	11	50.0
Education Counselors	38	15	39.5
Gateway/Headstart	16	2	12.5
Basic Skills Education Program (Temple)	19	7	36.8
High School Completion Program (Big Bend)	16	2	12.5
College Programs	14	3	21.4
including:			
Central Texas College			
City Colleges of Chicago			
Embry-Riddle University			
Troy State University			
University of Maryland			
WORK - RELATED			
In-Processing	32	12	37.5
Learning Resource Centers	8	3	37.5
Race Relations - Equal Opportunity	19	11	57.9
Human Resources Directorate	2	1	50.0
others - Agency unknown		4	
total surveys sent	567		
total returned	223		
return rate	39.3%		

should be collected directly from first term enlistees. Also, because first-line supervisors and other NCOs interact with first termers on a daily basis, their perceptions were sought. The specific purposes of this phase of data collection were: (a) to obtain self-reports from first term personnel regarding the demands they face in USAREUR and their experiences with various USAREUR agencies, and (b) to gather similar information from the perspective of their supervising non-commissioned officers.

### Participants

Nine USAREUR units were selected as potential participants in this phase of the study. The selections were made to include representation from (a) the three major USAREUR commands (V Corps, VII Corps, and the 21st Support Command) and the Berlin Brigade; (b) a variety of geographic locations, including region of Germany and type of location; and (c) different kinds of units (signal, infantry, armored, medical, artillery, engineer, and supply). A list of the locations and units sampled is contained in Table 4.

At each site it was requested that 60 first term enlistees and 20 NCOs be randomly selected from the unit rosters to participate in the study. Directions were given in person and in writing for the selection process. No check was made to determine if these procedures were followed by the unit points of contact. Also contained in Table 4 are the number of first term enlistees and non-commissioned officers who participated at each location.

### Procedures

After the nine units had been tentatively selected, initial contact with the unit executive officer or battalion commander was made by telephone

Table 4

Locations and Units Which Participated  
In On-Site Data Collection Activities

<u>Locations and Units</u>	<u>N of FTEs</u>	<u>N of NCOs</u>
Ansbach (141 Sig Bn/1 AD)	53	16
Bamberg (1 Bn/54 Inf)	51	20
Baumholder (2 Bn 68 Armor)	55	18
Berlin (2 Bn/6 Inf)	52	5
Frankfurt (97th General Hospital)	39	16
Giessen (6 Bn 9 Arty)	61	19
Karlsruhe (79 Engr Bn)	65	21
Zweibruecken (Miesau Army Depot)	<u>33</u>	<u>8</u>
Totals:	409	123

in order to determine if it was feasible for the unit to participate in the study. Next, information packets concerning the study were sent to the points of contact who had been assigned at each unit and to the commanders at each higher echelon. These are contained in Appendix H.

Following the telephone calls, meetings were held at each site between HumRRO staff and unit personnel. At these meetings, the purposes and activities of the project were explained and the logistics for the data collection were coordinated with the site personnel.

One day was spent at each of the eight locations. Four two-hour sessions of data collection activities were conducted between 0800 and 1730 at each location. Approximately 20 first term enlistees attended each of three sessions; the 20 NCOs attended the fourth session.

Each session began with an introduction/orientation to the project and the purpose of the day's activities which stressed the importance of the participants' involvement in the study. The group was then divided into two smaller groups through the use of numbered cards which had been distributed as participants entered the room. One group met with one of the HumRRO staff members to participate in a 45 minute group interview concerning the life role demands faced by first term enlistees while the other group completed the questionnaire on life role demands under the guidance of another project staff member. After a 15-minute break, the groups switched activities: the group which had been interviewed completed the questionnaire about use of agency services while the other group participated in an interview concerning USAREUR agencies.

The interviews were structured around a set of questions about each of the two main topics. These questions are included in Table 5. The interviews

Table 5

Questions for Structured Group Interviews

A. Life Role Demands--First term enlistees

1. What is one of the demands you've been faced with both on and off duty here in USAREUR that you've had difficulty in doing?
2. What are some of the particular problems you've had in meeting the demand?
3. When you've had trouble meeting the demand, what have you done about it?
4. In what ways has your life in USAREUR been affected by problems you've had in meeting the demand?

B. Life Role Demands--NCOs

1. What are some of the demands faced by first term enlistees which they have difficulty in meeting?
2. What are some of the specific problems first term enlistees have in meeting their demands?
3. What do you as NCOs do to help first term enlistees meet demands?
4. How does a soldier's inability to meet various demands affect how well he/she adapts to USAREUR?

C. Use of Agency Services--First Term Enlistees

Think about one of the agencies whose services you have used or tried to use.

1. What difficulties or problems did you have in using its services?
2. What were some of your good experiences?
3. What were the results of using the service?
4. What suggestions would you make to this agency?

D. Use of Agency Services--NCOs

1. What problems or difficulties do first term enlistees have in using this agency's services?
2. How well does the agency assist soldiers in meeting the demands they face in USAREUR?
3. What suggestions would you make to this agency for improving its services to first term enlistees?

were tape recorded so that the interviewer could better facilitate the activity without being encumbered by note taking and in order to get a verbatim record of the comments.

Interviews were conducted for several reasons: first, to elicit information which may not have come out through the use of the questionnaire; and second, to take into account the fact that some of the participants would be more likely to respond in an open, verbal format than through the printed instrument.

### Instruments

Four instruments were developed for use in the on-site data collection activities: (a) first term enlistee--life role demand; (b) first term enlistee--use of agency services; (c) NCO--life role demand; and (d) NCO--use of agency services.

The same questions were asked about each of the 127 life role demands. It was desired to obtain first term and NCO perceptions of how many first term enlistees are faced with each demand and how often, how important it is to meet the demand, how well first termers currently are able to meet the demand, and what courses of action would be taken if the demand could not be met. The questions which were asked about each demand on both the first term enlistee questionnaires are included in Table 6. Those for the NCO questionnaires are included in Table 7. There were six forms of each questionnaire so that each respondent answered four questions about 21 life role demands. The first two pages contained demographic variable items which are shown in Appendix I.

Table 6

Questions about Life-Role Demands  
First-Term Enlistees' Survey

Directions: The questions below ask you about some of the things you may need to do as a soldier in USAREUR. There are no wrong answers to any of the questions. Just think carefully about each question and then select the choice or choices which are true for YOU.

A. How often are you faced with the need to \_\_\_\_\_ (life-role demand statement) \_\_\_\_\_ ?  
(Mark only one)

- \_\_\_\_\_ (1) Never
- \_\_\_\_\_ (2) Seldom.
- \_\_\_\_\_ (3) Sometimes
- \_\_\_\_\_ (4) Often
- \_\_\_\_\_ (5) Very often

B. How important is it that you are able to \_\_\_\_\_ (life-role demand statement) \_\_\_\_\_ ?  
(Mark only one)

- \_\_\_\_\_ (1) Not at all important
- \_\_\_\_\_ (2) Somewhat important
- \_\_\_\_\_ (3) Moderately important
- \_\_\_\_\_ (4) Quite important
- \_\_\_\_\_ (5) Extremely important

C. How well are you now able to \_\_\_\_\_ (life-role demand statement) \_\_\_\_\_ ?  
(Mark only one)

- \_\_\_\_\_ (1) Not at all well
- \_\_\_\_\_ (2) Somewhat well
- \_\_\_\_\_ (3) Moderately well
- \_\_\_\_\_ (4) Quite well
- \_\_\_\_\_ (5) Extremely well

D. If you were not able to \_\_\_\_\_ (life-role demand statement) \_\_\_\_\_, what would you do?

Put a "1" next to what you would do first. Put a "2" next to the second thing you would do and a "3" next to the third.

I would:

- \_\_\_\_\_ (1) Do nothing--not do it at all.
- \_\_\_\_\_ (2) Do it the best I could by myself.
- \_\_\_\_\_ (3) Try to learn on my own to do it correctly.
- \_\_\_\_\_ (4) Go to a USAREUR agency for help.  
(Write the name of the agency.)  
\_\_\_\_\_
- \_\_\_\_\_ (5) Ask an NCO for help.
- \_\_\_\_\_ (6) Ask another EM for help.
- \_\_\_\_\_ (7) Ask an officer for help.
- \_\_\_\_\_ (8) Ask a family member for help.
- \_\_\_\_\_ (9) Ask a civilian friend for help.
- \_\_\_\_\_ (10) Other (Please write what you would do.)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Table 7

Questions About Life-Role Demands  
NCO Questionnaire

Directions: The questions below ask you about some of the demands first-term enlistees in USAREUR may face. There are no wrong answers to any of the questions. Just think carefully about each question and then select the choice that is true for the first-term enlistees you know.

A. How many first-term enlistees in your company are faced with the need to (life-role demand statement)? (Mark only one)

\_\_\_\_\_ (1) Very few or none

\_\_\_\_\_ (2) Some

\_\_\_\_\_ (3) About half

\_\_\_\_\_ (4) Most

\_\_\_\_\_ (5) All or nearly all

B. How important is it to a soldier's successful adaptation to USAREUR that he/she be able to (life-role demand statement) \_\_\_? (Mark only one)

\_\_\_\_\_ (1) Not at all important

\_\_\_\_\_ (2) Somewhat important

\_\_\_\_\_ (3) Moderately important

\_\_\_\_\_ (4) Quite important

\_\_\_\_\_ (5) Extremely important

C. Overall, how well are first-term enlistees able to (life-role demand statement)? (Mark only one)

\_\_\_\_\_ (1) Not at all well

\_\_\_\_\_ (2) Somewhat well

\_\_\_\_\_ (3) Moderately well

\_\_\_\_\_ (4) Quite well

\_\_\_\_\_ (5) Extremely well

D. If a first-term enlistee is not able to (life-role demand statement), which of the following would be the most useful courses of action?

Put a "1" next to the most useful, a "2" next to the second most useful and a "3" next to your third choice.

\_\_\_\_\_ (1) Do nothing at all--not attempt to meet the demand.

\_\_\_\_\_ (2) Do it the best he/she could on his/her own.

\_\_\_\_\_ (3) Try to learn to do it correctly on his/her own.

\_\_\_\_\_ (4) Go to a USAREUR agency for help.

(Write the name(s) of the agencies.) \_\_\_\_\_

\_\_\_\_\_ (5) Ask an NCO for help.

\_\_\_\_\_ (6) Ask another EM for help.

\_\_\_\_\_ (7) Ask an officer for help.

\_\_\_\_\_ (8) Ask a family member for help.

\_\_\_\_\_ (9) Ask a civilian friend for help.

\_\_\_\_\_ (10) Other (Please write the course of action.) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In a similar manner, the same set of questions was asked about 42 agencies/ organizations which provide services to soldiers in USAREUR. Information was sought concerning how frequently first term enlistees use the services provided by each agency, how satisfactory the services received were, why some first termers rarely or never use the agency's services, how soldiers learn about the services offered by the agency, and what role NCOs play vis a vis the agency and first termers who need the agency's services. Table 8 contains a list of the 42 agencies about which questions were asked. The specific questions asked of first term enlistees are in Table 9, and those asked of NCOs are in Table 10. Each of three forms of both questionnaires contained four questions about 14 agencies. Again, these questions were preceded by the demographic items contained in Appendix I.

Draft versions of the first term enlistee questionnaires were tried out with twelve Basic Skills Education Program (BSEP) students and eleven High School Completion Program students. It was found that the soldiers could complete the questionnaires with only minimal assistance from the administrator within the 45-minute time frame which had been allocated. Therefore, the instruments were used in the same form for the actual data collections.

Table 8

Agencies About Which Questions Were Asked  
On First-Term Enlistee and NCO Surveys

FORM	CODE	AGENCY
1	001	(AFN) Armed Forces Network Radio and Television
2	002	(AFRC) Armed Forces Recreation Centers
3	003	(AAFES) Army and Air Force Exchange System
1	004	(ACS) Army Community Services
2	005	(AER) Army Emergency Relief
3	006	Banking Facility
1	007	(BSEP) Basic Skills Education Program
2	008	Chaplain
3	009	Child Care Center
1	010	(CPO) Civilian Personnel Office
2	011	College Programs
3	012	Commissary
1	013	(CDAAC) Community Drug and Alcohol Center
2	014	Credit Union
3	015	Dental Clinic
1	016	Dependent Schools
2	017	Driver Orientation and Testing
3	018	Education Center
1	019	Enlisted Members (EM) Club
2	020	(EO) Equal Opportunity Office
3	021	Finance Office
1	022	German Language Program (Headstart)

FORM	CODE	AGENCY
2	023	Gymnasium
3	024	High School Completion Program
1	025	Hospital
2	026	Housing Referral Office
3	027	Kontakt (German-American Club)
1	028	(LRC) Learning Resource Center
2	029	(JAG) Legal Assistance Office/JAG
3	030	Library
1	031	Mental Hygiene Clinic
2	032	(MARS) Military Affiliate Radio Station
3	033	(MP) Military Police/Provost Marshal
1	034	(APO) Post Office
2	035	Recreation Center/Services
3	036	Red Cross
1	037	Reenlistment/Career Counselor
2	038	Stars and Stripes Bookstore
3	039	Thrift Shop
1	040	Travel and Tours Office
2	041	(USO) United Service Organization
3	042	Vehicle Registration

Table 9

Questions About  
Use of Agency Services  
First-Term Enlistee Questionnaire

Directions: The questions below ask you about some of the agencies which provide services to soldiers in USAREUR. There are no wrong answers to any of the questions. Just think carefully about each question and then select the choice or choices that are true for YOU. Mark your answer by placing an "X" in the space in front of your choice.

A. How many times since you have been in Germany have you used the services of \_\_\_\_\_ (name of agency) ?

- \_\_\_\_\_ (1) Never
- \_\_\_\_\_ (2) Once
- \_\_\_\_\_ (3) 2-5 times
- \_\_\_\_\_ (4) 6-10 times
- \_\_\_\_\_ (5) 11-15 times
- \_\_\_\_\_ (6) 16-20 times
- \_\_\_\_\_ (7) More than 20 times
- \_\_\_\_\_ (8) On a regular basis (State how often) \_\_\_\_\_

B. How satisfactory were the services received from \_\_\_\_\_ (name of agency) ?

- \_\_\_\_\_ (1) Not at all satisfactory
- \_\_\_\_\_ (2) Somewhat satisfactory
- \_\_\_\_\_ (3) Moderately satisfactory
- \_\_\_\_\_ (4) Quite satisfactory
- \_\_\_\_\_ (5) Extremely satisfactory
- \_\_\_\_\_ (6) I don't know; I haven't used them.

C. If you rarely or never use the services of \_\_\_\_\_ (name of agency), what are your reasons? (Check all that are true for you.)

- \_\_\_\_\_ (1) I do not need their services.
  - \_\_\_\_\_ (2) I do not know about their services.
  - \_\_\_\_\_ (3) I do not know how to apply for their services.
  - \_\_\_\_\_ (4) I have heard some bad things about their services.
  - \_\_\_\_\_ (5) I tried to use their services, but was not satisfied.
  - \_\_\_\_\_ (6) I don't want the Army to find out about my problems.
  - \_\_\_\_\_ (7) I get all the help I need from family, friends, and/or other people.
  - \_\_\_\_\_ (8) Their services are not available here.
  - \_\_\_\_\_ (9) Other (Please write your reason(s) here.)
- \_\_\_\_\_
- \_\_\_\_\_

D. In what way(s) did you learn about the services offered by \_\_\_\_\_ (name of agency)? (Check all that apply.)

- \_\_\_\_\_ (1) None--I do not know about their services.
- \_\_\_\_\_ (2) Their handouts/newsletters
- \_\_\_\_\_ (3) In-processing
- \_\_\_\_\_ (4) Community newspaper or newsletter
- \_\_\_\_\_ (5) Bulletin boards
- \_\_\_\_\_ (6) AFN-TV
- \_\_\_\_\_ (7) AFN-radio
- \_\_\_\_\_ (8) My commanders (officers)
- \_\_\_\_\_ (9) My NCO's
- \_\_\_\_\_ (10) Other soldiers
- \_\_\_\_\_ (11) Other agencies
- \_\_\_\_\_ (12) Stars and Stripes
- \_\_\_\_\_ (13) Other Army newspapers/magazines
- \_\_\_\_\_ (14) Other (Please write how you learned about their services.)

Table 10

Questions About  
Use of Agency Services  
NCO Questionnaire

Directions: The questions below ask you about some of the agencies which provide services to soldiers in USAREUR. There are no wrong answers to any of the questions. Just think carefully about each question and then select the choice or choices that are true for the first-term enlistees you know. Mark your answer by placing an "X" in the space in front of your choice(s).

A. How many first-term enlistees in your company make use of the services provided by \_\_\_\_\_ (name of agency) ? (Select only one.)

- \_\_\_\_\_ (1) Very few or none
- \_\_\_\_\_ (2) Some
- \_\_\_\_\_ (3) About half
- \_\_\_\_\_ (4) Most
- \_\_\_\_\_ (5) All or nearly all

B. How satisfactory are the services provided to first-term enlistees by \_\_\_\_\_ (name of agency) ? (Select only one.)

- \_\_\_\_\_ (1) Not at all satisfactory
- \_\_\_\_\_ (2) Somewhat satisfactory
- \_\_\_\_\_ (3) Moderately satisfactory
- \_\_\_\_\_ (4) Quite satisfactory
- \_\_\_\_\_ (5) Extremely satisfactory



C. What are the most common reasons why some first-term enlistees rarely or never use the services of \_\_\_\_\_ (name of agency) ? (Mark no more than 3 reasons.)

- \_\_\_\_\_ (1) They do not need the services.
- \_\_\_\_\_ (2) They do not know about the services.
- \_\_\_\_\_ (3) They do not know how to apply for the services.
- \_\_\_\_\_ (4) They have heard some negative remarks about the services.
- \_\_\_\_\_ (5) They have tried to use the services, but have not been satisfied.
- \_\_\_\_\_ (6) They don't want the Army to find out about their problem(s).
- \_\_\_\_\_ (7) They get all the help they need from other sources.
- \_\_\_\_\_ (8) It is not available to them at this location.
- \_\_\_\_\_ (9) Other (Please specify) \_\_\_\_\_

D. If a soldier needs the kind of services offered by \_\_\_\_\_ (name of agency), do you inform him/her of or refer him/her to the agency? (Check all that apply.)

- \_\_\_\_\_ (1) No, this is not my responsibility.
- \_\_\_\_\_ (2) No, I would send the soldier to the first sergeant or the company commander.
- \_\_\_\_\_ (3) No, I don't think this agency would help.
- \_\_\_\_\_ (4) No, it would take the soldier away from duty too much.
- \_\_\_\_\_ (5) No, I would refer the soldier to another agency.

(Name of agency) \_\_\_\_\_

- \_\_\_\_\_ (6) No, the agency isn't located near our duty location.
- \_\_\_\_\_ (7) No. (List reason) \_\_\_\_\_

- \_\_\_\_\_ (8) Yes, I would tell the soldier about the agency.
- \_\_\_\_\_ (9) Yes, I would send the soldier to the agency.
- \_\_\_\_\_ (10) Yes, I would take the soldier to the agency.
- \_\_\_\_\_ (11) Yes, I would inform the agency of the soldier's need for their services.

## CHAPTER III

### RESULTS

#### OVERVIEW

This chapter contains the results of analyses performed on the data obtained from the questionnaire/survey mailed to USAREUR agencies, and from interviews and questionnaires administered to NCOs and first term enlistees throughout USAREUR. Discussion of the results will be presented in the next chapter.

#### MAILED AGENCY QUESTIONNAIRE

The questionnaire sent to 567 agencies throughout USAREUR consisted of three sections: a Survey of Services, a list of indicators of adaptation to USAREUR, and a list of life role demands faced by first term enlistees in USAREUR. The development of the questionnaire is described in the Methods section. Sample instruments are included in Appendix F.

Survey data were analyzed across all agencies and, for certain questions, by agency type. Agencies were classified into agency types according to their primary orientation; agency types include health (physical and mental), legal, leisure, work, education, and consumer/financial. Due to the small number of respondents for most individual agencies, data were not generally broken out at the individual agency level.

#### Survey of Services

In the following section, responses for questions on the Survey of Services are presented. For each question, the percent of respondents indicating each

answer is listed, both for the overall pool of respondents and, where applicable, by agency type.

The first six survey questions are identifiers, designed primarily to provide project staff with the option of contacting individual respondents at a later time if necessary to clarify survey items, and for coding purposes. The names and locations of responding agencies were summarized in Table 2.

Question number 7 deals with the agency's perceived level of responsibility, both for the overall agency and for the office responding to the questionnaire. Perceived level of agency responsibility (Table 11) varies widely. Over 40% of respondents said their agencies were responsible only for one community or less; 20% stated their agencies were USAREUR-wide. Level of office responsibility was generally considered somewhat less broad, with over 50% of respondents stating their offices were responsible for one community or less. Only 4% of the offices perceived their responsibility as USAREUR-wide.

Question 8 dealt with the characteristics of the agency staff. Table 12 shows what percent of workers across all agencies are full-time paid military workers, full-time paid civilian workers, and so on. On an overall basis, 80% of agency workers are paid; 20% are volunteers.

The hours of operation of the agencies surveyed (Questions 9 and 10) are shown in Table 13, both overall and by agency type. With the exception of leisure type agencies, the majority of agencies are open during duty hours only, including lunch times. Between 10% and 30% of agencies are open only during duty hours and are closed for lunch, Monday through Friday. Leisure and education agencies both have around one-fifth to one-fourth of their offices open during some evening hours; a few health agencies are also open during the evening.

Table 11  
Survey of Services Question 7  
Organization and Office Level of Responsibility

Organization or Office Level of Responsibility	Organization: Percent of Respondents	Office: Percent of Respondents
USAREUR	19.7	4.1
Corps	3.8	2.5
Brigade	8.2	7.1
Division	5.3	5.1
Battalion	2.9	2.5
Company	0.0	2.5
Several Communities	15.4	22.3
One Community	32.2	39.6
Subcommunity	7.7	12.2
Other	4.8	2.0

Table 12  
Survey of Services Question 8  
Composition of Agency Staff

Type of Worker	Mean Percent for All Agencies
Full-time, paid military	32.8
Full-time, paid civilian	29.5
Full-time, volunteer	2.7
Part-time, paid military	1.5
Part-time, paid civilian	16.8
Part-time, volunteer	16.7

Table 13

## Survey of Services Questions 9 and 10

Daily Hours of Operation,  
By Agency Type and Across All Agencies

Key: Opening Time Code

- 0 = Closed
- 1 = Duty hours, closed during lunch
- 2 = Duty hours, open during lunch
- 3 = Some evening hours
- 4 = 24 hours/day
- 5 = Hours or services available vary

Opening Time Code	Overall	Health	Legal	Leisure	Work	Educ	Consumer
	%	%	%	%	%	%	%
Monday							
0	0.5	0.0	0.0	4.0	0.0	0.0	0.0
1	26.6	31.6	31.0	12.0	11.5	22.2	31.0
2	60.3	65.8	58.6	40.0	88.5	53.3	69.0
3	7.9	2.6	0.0	24.0	0.0	17.8	0.0
4	1.4	0.0	10.4	0.0	0.0	0.0	0.0
5	<u>3.3</u>	<u>0.0</u>	<u>0.0</u>	<u>20.0</u>	<u>0.0</u>	<u>6.7</u>	<u>0.0</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Tuesday							
0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1	26.6	30.3	31.0	20.0	11.5	20.0	31.0
2	58.4	63.2	58.6	36.0	88.5	53.3	67.2
3	10.3	6.5	0.0	24.0	0.0	20.0	1.8
4	1.4	0.0	10.4	0.0	0.0	0.0	0.0
5	<u>3.3</u>	<u>0.0</u>	<u>0.0</u>	<u>20.0</u>	<u>0.0</u>	<u>6.7</u>	<u>0.0</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Opening Time Code	Overall	Health	Legal	Leisure	Work	Educ	Consumer
	%	%	%	%	%	%	%
Wednesday							
0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1	27.6	30.3	31.0	16.0	11.5	22.2	34.5
2	59.3	65.8	58.6	36.0	88.5	55.6	65.5
3	8.4	3.9	0.0	28.0	0.0	15.5	0.0
4	1.4	0.0	10.4	0.0	0.0	0.0	0.0
5	<u>3.3</u>	<u>0.0</u>	<u>0.0</u>	<u>20.0</u>	<u>0.0</u>	<u>6.7</u>	<u>0.0</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Thursday							
0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1	25.7	30.3	31.0	12.0	11.5	20.0	31.0
2	57.9	63.2	58.6	36.0	88.5	51.1	67.2
3	11.7	6.5	0.0	32.0	0.0	22.2	1.8
4	1.4	0.0	10.4	0.0	0.0	0.0	0.0
5	<u>3.3</u>	<u>0.0</u>	<u>0.0</u>	<u>20.0</u>	<u>0.0</u>	<u>6.7</u>	<u>0.0</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Friday							
0	1.4	1.3	0.0	0.0	0.0	4.5	0.0
1	26.8	30.3	31.0	20.0	8.0	20.5	31.0
2	62.9	67.1	58.6	40.0	92.0	63.7	69.0
3	4.2	1.3	0.0	20.0	0.0	4.5	0.0
4	1.4	0.0	10.4	0.0	0.0	0.0	0.0
5	<u>3.3</u>	<u>0.0</u>	<u>0.0</u>	<u>20.0</u>	<u>0.0</u>	<u>6.8</u>	<u>0.0</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Opening Time Code	Overall %	Health %	Legal %	Leisure %	Work %	Educ %	Consumer %
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Saturday

0	71.0	77.6	65.5	28.0	73.1	82.2	74.1
1	3.7	1.3	0.0	0.0	0.0	4.4	8.6
2	2.8	5.3	0.0	8.0	0.0	0.0	1.8
3	5.2	2.6	0.0	32.0	0.0	2.2	0.0
4	1.4	0.0	10.4	0.0	0.0	0.0	0.0
5	<u>15.9</u>	<u>13.2</u>	<u>24.1</u>	<u>32.0</u>	<u>26.9</u>	<u>11.2</u>	<u>15.5</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Sunday

0	76.2	75.0	69.0	40.0	73.1	86.7	86.4
1	1.4	2.6	0.0	0.0	0.0	2.2	3.4
2	1.4	3.9	0.0	0.0	0.0	0.0	0.0
3	6.1	7.9	0.0	28.0	0.0	0.0	0.0
4	1.4	0.0	10.4	0.0	0.0	0.0	0.0
5	<u>13.5</u>	<u>10.6</u>	<u>20.6</u>	<u>32.0</u>	<u>26.9</u>	<u>11.1</u>	<u>10.2</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0

No Regular Hours	5.3	0.0	4.0	3.8	2.2	3.4
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Specific Hours Can Be Arranged	92.2	85.7	72.0	92.3	83.0	85.0
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Two-thirds to three-fourths of most agencies are closed on the week-ends; however, a majority of leisure activities remain open at least part of Saturday and Sunday. A large majority of agencies also stated that special hours can be arranged.

Question 11 asked what types of services each agency provides, and the areas in which the services are provided. Tables 14 and 15 summarize this data, overall and by agency type. A large proportion of all agencies surveyed indicated they inform, train, and advise clientele, and coordinate with other agencies. Provision of other services varies from one agency type to another, as might be expected; for instance, 96% of leisure agencies said they provide recreation. For the areas in which agencies provide services (Table 15), a majority of all but leisure agencies stated they provide counseling services. Again excepting leisure agencies, a large proportion of agencies said they provide military services. Relatively few agencies of any type said they provide merchandise or citizen-related services. As in Question 11a, certain areas of service are characteristically provided by certain types of agencies, i.e., 88.3% of consumer agencies state they provide financial services.

Questions 12 and 13 of the Survey of Services directed the respondent to use the life role demand list to determine which demands were addressed by the agency. The responses to these questions are included in the analysis of the Life Role Demands Survey below.

Question 14 asked what methods surveyed agencies use to deliver their services. These are summarized in Table 16, both overall and by agency type. A large majority of all agencies surveyed use one-to-one, one-to-group, telephone, and printed handouts methods to deliver services to clientele.

Table 14

## Survey of Services Question 11a

Types of Services Provided by Agency  
(Overall and by Agency Type)

Percent Who:	N = 220 Overall	N = 77 Health	N = 29 Legal	N = 25 Leisure	N = 27 Work	N = 47 Educ	N = 60 Consumer
	%	%	%	%	%	%	%
Inform	93.2	92.2	100.0	100.0	100.0	93.6	91.7
Train	76.4	71.4	79.3	72.0	96.3	97.9	56.7
Advise	80.5	87.0	79.3	60.0	85.2	89.4	76.7
Provide Goods	30.9	49.4	6.9	56.0	33.3	17.0	43.3
Provide Recreation	23.2	20.8	10.3	96.0	22.2	8.5	15.0
Provide Finan- cial Service	39.1	46.8	10.3	20.0	14.8	36.2	68.3
Provide Health Services	14.5	37.7	3.4	4.0	3.7	0.0	10.0
Provide Family Support	25.9	50.6	6.9	28.0	22.2	2.1	43.3
Coordinate with Others	68.6	80.5	79.3	68.0	70.4	51.1	71.7
Other	12.3	13.0	20.7	4.0	7.4	6.4	10.0

Table 15

## Survey of Services Question 11b

Areas of Services Provided by Agency  
(Overall and by Agency Type)

Percent in Area of:	N = 214 Overall %	N = 77 Health %	N = 29 Legal %	N = 25 Leisure %	N = 27 Work %	N = 47 Educ %	N = 60 Consumer %
Physical Health	15.9	35.1	0.0	20.0	4.3	2.1	8.3
Psychological Health	27.1	54.5	0.0	28.0	26.1	6.4	20.0
Legal	15.4	11.7	70.8	8.0	21.7	0.0	6.7
Financial	47.2	61.0	20.8	28.0	34.8	19.1	88.3
Military	49.5	50.6	75.0	32.0	73.9	48.9	41.7
Foreign	35.5	27.3	58.3	60.0	30.4	25.5	31.7
Consumer	34.6	45.5	33.3	40.0	21.7	21.3	53.3
Merchandise	13.6	18.2	20.8	24.0	13.0	2.1	20.0
Housing	19.2	20.8	33.3	20.0	39.1	0.0	30.0
Leisure	24.3	19.5	8.3	96.0	34.8	6.4	16.7
Education	48.1	35.1	25.0	56.0	60.9	97.9	23.3
Citizen	9.8	7.8	33.3	12.0	4.3	2.1	8.3
Transport	20.1	23.4	4.2	40.0	26.1	4.3	28.3
Counseling	64.0	80.5	70.8	28.0	82.6	61.7	65.0
Other	6.1	11.7	4.2	8.0	0.0	0.0	5.0

Table 16

## Survey of Services Question 14

## Delivery Methods Used by Agencies

Method	N = 218 Overall	N = 76 Health	N = 28 Legal	N = 25 Leisure	N = 27 Work	N = 47 Educ	N = 60 Consumer
	%	%	%	%	%	%	%
One-to-One	96.3	97.4	96.4	96.0	88.9	95.7	98.3
One-to-Group	90.3	82.9	92.9	96.0	100.0	100.0	81.7
Telephone	81.2	85.5	82.1	80.0	74.1	72.3	88.3
Mailed Print	58.7	51.3	39.3	84.0	44.4	57.4	80.0
Print Handed Out	83.0	78.9	67.9	100.0	74.1	87.2	88.3
Audio/Visual	45.0	43.4	17.9	40.0	51.9	70.2	31.7
AFN Radio	54.6	53.9	21.4	100.0	18.5	66.0	58.3
AFN TV	26.1	17.1	7.1	60.0	0.0	34.0	28.3
Other	3.7	6.6	3.6	0.0	0.0	6.4	8.3

Consumer agencies use more mailed print than do other agencies; educational agencies use the most audio-visual methods and legal agencies the least. A majority of health, leisure, work, and education agencies use AFN radio or TV to deliver their services.

The results of Question 15, types of information collected and recorded by the agencies, are shown in Table 17. Most agencies collect information on the number and type of people served, and a large proportion collect information on users' opinions and attitudes, and on immediate results of the services. Relatively few collect long-term follow-up information, perform cost-benefit analyses, or keep track of how users learn of their services.

Question 16 asked agencies whether information collected could be made available to the Life Coping Skills Project staff. Results for this question are not reported here.

Question 17 asked what types of people are served by each agency, and in what proportions. Table 18 summarizes the results. One-fourth to one-half of agency clientele are first term enlistees; about one-half to two-thirds are E-4s or below. Total percentage for enlisted personnel varies from about 60% to about 80% of agency clientele. Civilians and dependents make up a third of health agency clientele, and less than a fourth of the clientele for other agencies.

The number of people served by agencies in one month, question 18, is summarized in Table 19. Number served varies widely from agency to agency. Leisure and consumer agencies tend to serve more clientele per month; over 50% of leisure agencies reported serving more than 3,000 people per month, and almost 50% of consumer agencies reported serving more than 1,500 people per

Table 17

## Survey of Services Question 15

Types of Information Collected by Agencies  
(Percent Who Collect Each Type)

Information Collected	N = 206 Overall	N = 71 Health	N = 25 Legal	N = 22 Leisure	N = 26 Work	N = 46 Educ	N = 57 Consumer
	%	%	%	%	%	%	%
Number and Type of People	90.3	87.3	84.0	95.5	84.6	97.8	89.5
Users' Opinions and Attitudes	48.1	38.0	52.0	54.5	69.2	54.3	43.9
Users' Reasons and Motivations	35.0	35.2	28.0	18.2	42.3	41.3	38.6
Immediate Results	40.8	33.8	36.0	31.8	46.2	63.0	38.6
Long-Term Follow-Up	18.9	25.4	24.0	4.5	30.8	8.7	29.8
Cost-Benefit Analysis	25.2	22.5	8.0	18.2	15.4	37.0	24.6
How Users Learn of Services	26.7	23.9	16.0	31.8	30.8	26.1	31.6
Other	4.9	5.6	4.0	4.5	3.8	6.5	1.8

Table 18

## Survey of Services Question 17

Types of People Served by Agencies -  $\bar{x}$  Percent

Type of People	N = 183 to 187 Overall	N = 68 Health	N = 26 Legal	N = 16 Leisure	N = 23 Work	N = 40 Educ	N = 53 Consumer
	%	%	%	%	%	%	%
First-Termers	31.8	25.0	33.0	29.0	32.5	47.0	25.2
E-4 or Below, Not FTE	18.7	18.1	18.1	22.4	19.2	20.6	19.8
NCO's	19.4	16.5	23.2	14.2	24.5	20.2	20.9
Officers	8.1	8.4	10.6	6.5	8.5	5.2	9.6
Civilians	5.1	4.6	4.0	12.1	4.2	2.8	5.5
Dependents	15.9	26.6	10.9	12.5	10.7	4.0	17.2
Other	1.0	4.0	0.3	5.1	0.0	0.5	1.1

Table 19

## Survey of Services Question 18

Number of People Served Per Month  
Percent of Offices Serving Given Number

# People Per Month	N = 194 Overall	N = 71 Health	N = 27 Legal	N = 18 Leisure	N = 23 Work	N = 44 Educ	N = 53 Consumer
	%	%	%	%	%	%	%
1-10	2.1	0.0	11.1	0.0	13.0	0.0	1.9
11-20	0.5	0.0	0.0	0.0	0.0	0.0	1.9
21-30	0.5	0.0	0.0	5.6	0.0	0.0	0.0
31-40	2.1	1.4	3.7	0.0	4.3	2.3	1.9
41-50	1.0	0.0	3.7	0.0	4.3	0.0	1.9
51-75	4.6	1.4	0.0	0.0	4.3	15.9	0.0
76-100	5.2	4.2	7.4	5.6	8.7	6.8	5.7
101-150	5.7	9.9	0.0	5.6	4.3	4.5	3.8
151-200	6.7	8.5	11.1	5.6	17.4	2.3	3.8
201-250	4.1	4.2	7.4	0.0	4.3	2.3	3.8
251-300	2.1	2.8	3.7	0.0	4.3	0.0	1.9
301-350	3.1	4.2	0.0	5.6	0.0	4.5	1.9
351-400	5.2	4.2	7.4	0.0	0.0	9.1	5.7



# People Per Month	N = 194 Overall	N = 71 Health	N = 27 Legal	N = 18 Leisure	N = 23 Work	N = 44 Educ	N = 53 Consumer
	%	%	%	%	%	%	%
401-450	2.1	2.8	3.7	0.0	4.3	2.3	1.9
451-500	4.1	4.2	7.4	0.0	0.0	4.5	1.9
501-600	4.6	4.2	3.7	0.0	0.0	11.4	3.8
601-700	4.1	4.2	7.4	0.0	8.7	4.5	0.0
701-800	1.5	2.8	0.0	0.0	0.0	2.3	1.9
801-900	2.6	4.2	3.7	0.0	0.0	2.3	3.8
901-1000	3.6	2.8	11.1	0.0	4.3	2.3	0.0
1001-1500	4.1	4.2	0.0	11.1	4.3	6.8	3.8
1501-2000	3.6	2.8	0.0	0.0	4.3	4.5	5.7
2001-3000	6.7	12.7	0.0	5.6	8.7	4.5	7.5
3001-4000	2.1	1.4	0.0	11.1	0.0	2.3	0.0
4001-5000	3.6	2.8	3.7	5.6	0.0	0.0	5.7
Over 5000	14.4	9.9	3.7	38.9	0.0	4.5	30.2

month. Work and legal agencies tend to serve fewer clientele. Over 50% of work agencies serve fewer than 200 people per month; 350 or less are served by about 50% of legal agencies.

Questions 19, 20, and 21 deal with the use of services by agency clients, and are summarized in Table 20. For all agency types, the majority of clients are volunteers. With the exception of leisure agencies, most agency use is on duty time. For frequency of use, legal agencies report that most of their clientele are one-time users; all other agencies report the majority of their clientele use their services more than once.

Agencies were asked in Question 22 to indicate how clients learn of their services. In Table 21, a large proportion of all agencies report that clients learn of their services through in-processing, their commanders and NCOs, and other soldiers. More than 50% of all types of agencies also state that clients learn of them through community publications and bulletin boards. Over 50% of agencies in each agency type reported clients learned of their services through at least six methods.

Question 23 asked each respondent to list names of other agencies or services with which that agency coordinates activities. In Table 22, the types of agencies responding to the survey are listed along the left-hand margin. Types of agencies or services with which they said they coordinate are listed along the top. Cells contain the percentages of each type of surveyed agency stating they coordinate with each type of agency or service. In general, a relatively small percentage of agencies coordinated with other agencies of the same type. Less than half of the respondents from any type of agency stated they coordinate with any other specific type of agency. Most indicated a low proportion of coordinations/contacts with other agency types.

Table 20

Survey of Services Questions 19, 20, and 21

Use of Services by Clients  
 $\bar{x}\%$  of Each Type by Agency

$\bar{x}\%$ of Clients Who:	Overall	Health	Legal	Leisure	Work	Educ	Consumer
	N = 199	N = 74	N = 26	N = 23	N = 21	N = 46	N = 52
Are Volunteers	78.0%	83.3%	68.3%	97.8%	56.4%	62.8%	86.7%
Are Mandated	22.0%	16.7%	31.7%	2.2%	43.6%	37.2%	13.3%
	N = 207	N = 76	N = 25	N = 24	N = 23	N = 47	N = 55
Use On Duty Time	75.5%	83.2%	85.7%	28.5%	85.0%	72.8%	90.2%
Use Off Duty Time	24.5%	16.8%	14.3%	71.5%	15.0%	27.2%	9.8%
	N = 198	N = 73	N = 23 or 22	N = 22	N = 21 or 20	N = 46 or 47	N = 55
Use Once	32.6%	37.1%	56.6%	16.0%	38.3%	28.8%	35.8%
Use Now and Then	28.1%	28.8%	26.4%	32.9%	25.2%	31.8%	24.9%
Use Regularly	39.6%	34.1%	18.6%	51.1%	39.3%	39.2%	39.3%

Table 21

## Survey of Services Question 22

How Clients Learn of Agency:  
Percent Agencies Stating Clients Use Given Method

Learning Method	N = 218 Overall %	N = 77 Health %	N = 28 Legal %	N = 25 Leisure %	N = 27 Work %	N = 47 Educ %	N = 60 Consumer %
Handouts/ Newsletters	70.6	70.1	35.7	96.0	44.4	74.5	86.7
Inprocessing	90.4	90.9	82.1	84.0	96.3	97.9	93.3
Community Publications	80.7	85.7	57.1	96.0	59.3	85.1	86.7
Bulletin Boards	72.9	67.5	53.6	100.0	63.0	87.2	78.3
AFN TV	41.7	28.6	35.7	60.0	11.1	57.4	40.0
AFN Radio	64.2	55.8	42.9	92.0	25.9	80.9	68.3
Commanders/ NCOs	88.1	92.2	89.3	76.0	85.2	85.1	88.3
Other Soldiers	91.3	90.9	89.3	92.0	77.8	95.7	88.3
Other Agencies	65.5	83.1	78.6	60.0	63.0	44.7	70.0
Stars & Stripes	36.2	20.8	32.1	52.0	11.1	61.7	26.7
Other Army Papers/ Magazines	30.3	24.7	14.3	52.0	11.1	40.4	33.3
Other	9.6	10.4	0.0	20.0	3.7	10.6	5.0

Table 22

## Survey of Services Question 23

Percent of Total Contacts/Coordinations Made by Each Surveyed Agency Type  
with Various Other Agency/Service Categories

Surveyed Agency Type	Total # of Contacts/Coordinations	Health	Legal	Leisure	Work	Education	Consumer/Finance	German Agencies	Identified Army agencies, not classifiable	All services and agencies as needed	Unidentified Army agencies or non-Army
Health (N=77)	181	46.4	6.1	1.7	18.8	1.7	20.4	0.0	0.5	2.7	1.7
Legal (N=29)	121	25.6	13.2	5.0	19.0	5.0	21.5	0.8	1.6	5.0	3.3
Leisure (N=25)	225	32.9	6.2	15.6	15.6	7.5	16.4	2.7	0.9	1.3	0.9
Work (N=27)	90	28.9	8.9	7.8	16.7	8.9	18.9	0.0	1.1	3.3	5.5
Education (N=47)	95	12.6	4.2	12.6	29.5	21.1	12.6	2.1	2.1	1.1	2.1
Consumer/Finance (N=60)	64	21.9	3.1	7.8	20.3	0.0	42.2	1.6	1.6	1.6	0.0

Agencies were asked their opinions of their own effectiveness and reputation in Questions 24 and 25. Table 23 summarizes the results for both questions. Over 90% of all types of agencies felt they were moderately or very effective, and had a good or excellent reputation. Work agencies had the lowest effectiveness self-ratings; leisure agencies had the lowest reputation self-ratings. Consumer agencies considered themselves more effective than did other agencies, and education agencies had the best self-ratings of reputation.

Question 26 asked agencies to indicate some of the reasons why first term enlistees may not use their services. In Table 24, the reasons for non-use of agency services are presented by agency type. Percent of respondents in each category who chose each reason for non-use is listed; these percentages total to more than 100% for each agency type, as respondents could choose more than one reason for first term enlistee's non-use of their services.

The most frequently cited reasons for first term enlistees' non-use of services were that first termers are unaware or uninformed about agency services, or that they do not need the services. Many agencies listed "other" reasons for non-use; these are detailed in the agency summaries, Appendix J.

Questions 27-30 of the Survey of Services were open-ended. Responses to questions 27-29 were coded as general problem or aspect statements, over all agencies. Response statements are presented in Tables 25 through 27, rank-ordered according to number of responses of each type.

Table 25 lists agencies' perceptions of problems first term enlistees encounter when trying to use their services. The two most prevalent problems

Table 23

## Survey of Services Questions 24 and 25

Agencies' Self-Rating of Effectiveness  
and Reputation by Agency Type  
Percents and  $\bar{x}$  Ratings

Effectiveness							
Coding	N = 218 Overall	N = 77 Health	N = 28 Legal	N = 25 Leisure	N = 27 Work	N = 47 Educ	N = 60 Consumer
	%	%	%	%	%	%	%
1. Very Effective	58.3	55.8	50.0	52.0	48.1	55.3	68.3
2. Moderately	38.1	37.7	42.9	44.0	44.4	44.7	28.3
3. Somewhat	3.2	6.5	3.6	4.0	3.7	0.0	3.3
4. Not Very	0.5	0.0	3.6	0.0	3.7	0.0	0.0
$\bar{x}$ Rating	1.459	1.506	1.607	1.520	1.630	1.447	1.350

Reputation							
Coding	N = 214 Overall	N = 77 Health	N = 27 Legal	N = 24 Leisure	N = 27 Work	N = 46 Educ	N = 59 Consumer
	%	%	%	%	%	%	%
1. Excellent	57.5	63.6	48.1	33.3	48.1	65.2	66.1
2. Good	37.4	32.5	48.1	58.3	48.1	30.4	27.1
3. Mediocre	4.3	3.9	0.0	8.3	0.0	4.3	5.1
4. Poor	0.9	0.0	3.7	0.0	3.7	0.0	1.7
$\bar{x}$ Rating	1.486	1.403	1.593	1.750	1.593	1.391	1.424

Table 24

## Survey of Services Question 26

## Reasons Why Individuals Do Not Use Agency Services

Reason for Non-Use	% of Agencies Reporting Each Reason, By Agency Type					
	N=77 Health	N=29 Legal	N=25 Leisure	N=27 Work	N=47 Educ	N=60 Consumer
1. They do not need the agency's services.	58.4	44.8	60.0	18.5	44.7	50.0
2. They are unaware of/uninformed about available services.	74.0	51.7	88.0	63.0	57.4	68.3
3. They have heard negative remarks about agency's services from others.	11.7	20.7	20.0	25.9	6.4	18.3
4. They feel that any problems discussed may become known to the military and could harm their career.	49.4	37.9	4.0	29.6	6.4	35.0
5. They receive necessary information or assistance from peers or outside sources.	46.8	31.0	60.0	14.8	21.3	50.0
6. Does not apply; use of the service is mandatory.	3.8	20.7	0.0	48.1	27.7	13.3
7. Other reasons.	26.0	13.8	32.0	11.1	57.4	10.0



Table 25

## Survey of Services Question 27

If first term enlistees attempt to use your services,  
what are some of the problems they encounter?

Problem	N of Responses
Conflict with duty time, duty assignments	53
Peer or commander pressure, disapproval	42
Agency does not offer what soldier needs, is too far away, times are inconvenient	40
Misinformation/lack of information about service	37
First-termers' attitudes and opinions about self or authority	29
Lack of skills to use service effectively	19
Difficulties with USAREUR/German environment	19
Difficulties in choosing or applying for service	14
Service costs too much	8
Conflict with family, social, non-job-related obligations	3
Miscellaneous	4

Table 26

## Survey of Services Question 28

What are the biggest problems faced  
by your agency in providing its services?

Problem	N of Responses
Staff; numbers, qualifications, turnover, etc.	104
Lack of facilities, funds, resources, time; work load	86
Not supported by commanders; low priority in community	57
"Red tape," administrative problems	29
Clients are misinformed, have negative attitudes, are under negative environmental pressure	27
Users have duty time and assignment conflicts	18
Clients misuse service, wait till there is a crisis	17
Getting other agencies' support, getting the information out	17
Communicating with clients, explaining service	12
Clients' low ability, immaturity	6
Someone else in the community provides the service, but is not supposed to	6
Providing information/communicating with commanders	4
Cannot assess own services	3

Table 27

## Survey of Services Question 29

What are the most successful aspects  
of the services provided by your agency?

Problem	N of Responses
Quality, effectiveness of programs/services, staffing, advertising	131
Helping clients overcome personal, health, social, etc. problems; increase quality of life, adjustment	92
Helping clients develop skills for future goals	41
Responsiveness to clients' needs, flexibility	38
Provide information/feedback to commanders, coordination with command and other agencies	19
Improvement, expansion of services	14
Agency services contribute to Army, military community, relationship with Germany	14
Meeting agency objectives	5

deal with duty conflicts or pressure exerted on the client from outside sources. The third most prevalent problem is seen as related to the agency itself and how or where it operates.

Responses for Question 28, concerning the biggest problems faced by the agency itself in providing services to clientele, are listed in Table 26. By far the biggest problems the agencies felt they had dealt with staff and facilities or resources. Also cited frequently were administrative and support problems.

Question 29 asked agencies to list their most successful aspects. Table 27 shows that general agency quality and agency responsiveness were considered the strongest points.

#### Life Role Demands

Agency respondents were asked to rate 127 life role demands on the basis of how many first term enlistees were seen as facing the demand, and how important the demand was considered to be for successful adaptation to USAREUR. Table 28 lists the agencies' overall perceptions of mean proportion of first term enlistees facing each demand, on a scale of 1 (very few or none) to 5 (all or nearly all). The demands are rank-ordered from those considered to be faced by the most first term enlistees to those considered to be faced by the fewest. The demand "use military shopping facilities" ranks highest according to agencies; most or nearly all first term enlistees are perceived as facing it. The demand "communicate effectively with host nation military personnel" is perceived to be faced by the fewest first term enlistees.

Table 29 lists the agencies' perceptions of the importance of each demand, rated on a scale of 1 = not at all important, to 5 = extremely important.

Table 28

Agencies' Overall Ratings of Frequency of Demands:  
Rank Ordered

Rank	N	$\bar{x}$	Item
1	156	4.59	97. Use military shopping facilities
2	157	4.51	100. Use ration cards
3	161	4.27	56. Participate in and meet the requirements of the Headstart Host Nation Program
4	154	4.23	95. Use postal services effectively
5	160	4.16	57. Utilize chain of command
6	157	4.14	67. Obey military and German police
7	161	4.13	6. Perform job tasks adequately
8	153	4.08	101. Observe anti-shoplifting laws
9	157	4.07	88. Establish and maintain effective work relationships with peers
10.5	158	4.06	46. Follow military dress code
10.5	156	4.06	70. Observe military and host nation laws
12	157	3.98	63. Exhibit military bearing
13.5	153	3.94	60. Apply basic rules of physical hygiene, preventive medicine
13.5	157	3.94	78. File income tax report correctly and on time
15	154	3.93	12. Pass SQT/perform SQT tasks
16	161	3.88	69. Communicate effectively with superiors
17	155	3.85	72. Maintain proper weight and level of physical fitness
18.5	152	3.84	80. Complete requirements for promotion
18.5	162	3.84	92. Deal effectively with one's own emotional needs and problems
20	162	3.83	82. Make a smooth cultural transition from CONUS to USAREUR

Rank	N	$\bar{x}$	Item
21	165	3.81	26. Utilize best available currency exchange rates
22	164	3.77	65. Develop tolerance/respect for the language, values and behaviors of host nation citizens
23.5	151	3.70	49. Acquire necessary immunizations for self and family
23.5	159	3.70	114. Know how to order and pay for food and behave appropriately in restaurants on the economy
25.5	160	3.69	9. Observe host nation traffic rules
25.5	157	3.69	121. Relate individual job to Army mission
27	167	3.68	27. Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors
28	162	3.66	119. Make choices about drug/alcohol use based on legal/health consequences
29	161	3.64	116. Recognize role of education in promotion/advancement
30.5	157	3.61	54. Use acceptable social skills with members of the opposite sex
30.5	152	3.61	98. Conserve energy at home/work and on the road
32	154	3.60	15. Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely)
33	153	3.59	31. Observe security regulations (telephone, SMLM)
34	161	3.58	36. Use banking facilities for deposit/withdrawal
35.5	163	3.56	43. Pay bills on time
35.5	157	3.56	94. Effectively utilize individual and unit training opportunities
37.5	172	3.53	5. Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors
37.5	156	3.53	45. Retain, apply and transfer knowledge and skills which have been learned
39	155	3.45	99. Observe military barracks rules and regulations

Rank	N	$\bar{x}$	Item
40	155	3.42	48. Participate in unit sponsored recreational activities
41	152	3.36	41. Organize personal time in order to schedule travel/ recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.
42.5	154	3.31	76. Know individual rights within Army assignment system
42.5	164	3.31	110. Understand how to deal effectively with personal and family crises
44	158	3.27	22. Recognize the importance of tests and their effects and therefore give best effort on tests
45.5	160	3.24	11. Compare and select appropriate forms of transportation depending on situational needs
45.5	157	3.24	14. Obtain USAREUR driver's license
47	158	3.23	71. Recognize the use of recreational activities for self-realization, enhancing personal growth
48	158	3.22	75. Obtain "career" information
49.5	156	3.21	53. Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status
49.5	162	3.21	108. Know what assistance is available through JAG legal services
51.5	163	3.20	39. Maintain balanced checking account
51.5	157	3.20	77. Persevere in attempts to communicate effectively with local nationals despite language barrier
53	162	3.19	68. Locate sources of accurate information about educational opportunities, services, and benefits
54	153	3.18	42. Adjust to overcrowded housing conditions
55	159	3.17	112. Know how to contact local chaplain's office to obtain information about services and programs
56	173	3.16	2. Prepare a personal budget
58	156	3.14	73. Keep records for income tax filing
58	155	3.14	79. Acclimate to an adult learning situation which differs from the traditional secondary school

Rank	N	$\bar{x}$	Item
58	156	3.14	126. Understand impact of current events on soldier in Europe
60	153	3.07	113. Purchase gas coupons
61	159	3.06	125. Apply first aid procedures in response to accidents and emergencies
62.5	170	3.05	4. Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs
62.5	159	3.05	62. Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people)
64	159	3.04	103. Overcome negative attitudes of peers, supervisors and self toward education
65	158	3.03	117. Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data
66.5	167	3.02	10. Utilize the services offered through the Educational Services Office
66.5	159	3.02	40. Recognize when personal rights are violated or infringed upon and know appropriate recourse
68	158	3.01	34. Communicate effectively with store personnel when shopping on the economy
69.5	157	2.99	55. Follow parking regulations
69.5	157	2.99	115. Develop and utilize knowledge of geography estimates of time and distance for travel
71.5	165	2.98	8. Save money
71.5	158	2.98	120. Avoid businesses known for deceptive practices
73	160	2.97	81. Share information concerning community resources with spouse/family
74	158	2.96	91. Pay host nation utility bills on time
75.5	159	2.94	17. Apply for credit
75.5	157	2.94	105. Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers)



Rank	N	$\bar{x}$	Item
77	160	2.93	16. Utilize sponsor program effectively
78.5	156	2.92	74. Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans)
78.5	157	2.92	86. Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites
80	155	2.91	83. Choose and acquire car insurance policy
81.5	156	2.89	7. Register to vote and request absentee ballot
81.5	156	2.89	44. Maintain POV in safe operating condition
83	163	2.86	33. Find appropriate housing
84	157	2.85	104. Recognize the information services available from your local library
85.5	157	2.84	30. Clarify educational goals
85.5	157	2.84	123. Provide proper family and child care
87	159	2.83	47. Understand legal consequences of contractual agreements
88	156	2.82	87. Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries
89.5	138	2.81	23. Use DPP effectively
89.5	154	2.81	124. Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects
91.5	154	2.79	96. Observe military family housing rules and regulations
91.5	159	2.79	127. Apply European measurements (clothing, weight, metric)
94	158	2.78	59. Know how to plan a trip utilizing maps, schedules and tour or travel agencies
94	160	2.78	90. Use housing referral services
94	154	2.78	122. Obtain sales agreement in writing

Rank	N	$\bar{x}$	Item
97.5	162	2.77	18. Become familiar with community resources of instruction for a new leisure skill
97.5	154	2.77	89. Utilize information about current cultural and sport events
97.5	153	2.77	106. Use comparative shopping methods
97.5	155	2.77	118. Utilize variety of economy markets, bazaars, sales, etc.
100	161	2.76	21. Determine when a physical or psychological problem requires medical treatment
101	172	2.75	1. Prepare a family budget
102	157	2.71	61. Choose/buy a car and register it
103.5	154	2.68	35. Acquire different physical and psychological health services, both military and local national
103.5	157	2.68	64. Respond appropriately to instances of discrimination by host nation citizens
105	160	2.66	93. Deal appropriately with sexual harassment
106.5	150	2.65	66. Prevent or obtain treatment for venereal diseases
106.5	152	2.65	107. Recognize authorized/non-authorized solicitors
108	160	2.61	50. Schedule time to take classes while also meeting on duty and off duty obligations
109	159	2.60	84. Take advantage of alternative, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning)
110.5	159	2.59	37. Utilize effective study skills, including locating a place conducive to study
110.5	152	2.59	51. Recognize uniforms/rank of NATO personnel
112	158	2.58	111. Use customer complaints procedures correctly
113	147	2.57	19. Handle classified material correctly
114	157	2.53	102. Obtain added value tax relief
115	159	2.52	109. Know of educational opportunities for dependents

Rank	N	$\bar{x}$	Item
116	163	2.50	24. Be aware of provisions /consequences of economy rental contracts
117	167	2.49	13. Know how to obtain emergency financial relief
118.5	161	2.48	3. Follow safety procedures for the home
118.5	163	2.48	32. Know when, how, and for what purposes to obtain power of attorney
120	153	2.38	20. Transfer property legally
121	151	2.34	85. Respond appropriately to rental advertisements
122	159	2.28	58. Understand rules and regulations governing marriage/ divorce to include cross-national relationships
123	159	2.26	29. Acquire travelers checks
124	162	2.22	28. Apply proper first aid to a person suffering from drug overdose
125	151	2.21	38. Interface effectively with NATO partnership unit
126	152	2.15	52. Observe military and host nation rules and regulations concerning the ownership and care of pets
127	163	2.11	25. Communicate effectively with host nation military personnel

Table 29

Agencies' Overall Ratings of Importance of Demands:  
Rank Ordered

Rank	N	$\bar{x}$	Item
1.5	159	4.48	67. Obey military and German police
1.5	164	4.48	92. Deal effectively with one's own emotional needs and problems
3.5	160	4.44	9. Observe host nation traffic rules
3.5	151	4.44	19. Handle classified material correctly
5	167	4.43	110. Understand how to deal effectively with personal and family crises
6	165	4.42	119. Make choices about drug/alcohol use based on legal/health consequences
7	160	4.41	6. Perform job tasks adequately
8	165	4.37	43. Pay bills on time
9	159	4.36	70. Observe military and host nation laws
10.5	164	4.35	82. Make a smooth cultural transition from CONUS to USAREUR
10.5	160	4.35	123. Provide proper family and child care
12	160	4.34	88. Establish and maintain effective work relationships with peers
13	159	4.33	125. Apply first aid procedures in response to accidents and emergencies
14	157	4.32	12. Pass SQT/perform SQT tasks
15	163	4.31	57. Utilize chain of command
16.5	166	4.30	39. Maintain balanced checking account
16.5	156	4.30	66. Prevent or obtain treatment for venereal diseases
18	156	4.29	101. Observe anti-shoplifting laws
19	163	4.28	69. Communicate effectively with superiors
20	164	4.25	28. Apply proper first aid to a person suffering from drug overdose

Rank	N	$\bar{x}$	Item
21	166	4.24	33. Find appropriate housing
22.5	172	4.23	1. Prepare a family budget
22.5	165	4.23	24. Be aware of provisions/ consequences of economy rental contracts
24.5	153	4.22	80. Complete requirements for promotion
24.5	162	4.22	91. Pay host nation utility bills on time
26	166	4.21	65. Develop tolerance/respect for the language, values and behaviors of host nation citizens
27	154	4.20	31. Observe security regulations (telephone, SMLM)
28	157	4.19	44. Maintain POV in safe operating condition
29	162	4.17	93. Deal appropriately with sexual harassment
30	173	4.16	2. Prepare a personal budget
31	172	4.15	27. Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors
32.5	164	4.11	21. Determine when a physical or psychological problem requires medical treatment
32.5	161	4.11	103. Overcome negative attitudes of peers, supervisors and self toward education
34	161	4.09	81. Share information concerning community resources with spouse/family
35	158	4.07	124. Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects
37	162	4.06	47. Understand legal consequences of contractual agreements
37	159	4.06	63. Exhibit military bearing
37	159	4.06	100. Use ration cards
40.5	155	4.05	60. Apply basic rules of physical hygiene, preventive medicine

Rank	N	$\bar{x}$	Item
40.5	159	4.05	87. Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries
40.5	157	4.05	99. Observe military barracks rules and regulations
40.5	164	4.05	108. Know what assistance is available through JAG legal services
43.5	159	4.04	46. Follow military dress code
43.5	159	4.04	78. File income tax report correctly and on time
45	157	4.03	42. Adjust to overcrowded housing conditions
46	162	4.02	116. Recognize role of education in promotion/advancement
47	157	4.00	45. Retain, apply and transfer knowledge and skills which have been learned
48	158	3.98	121. Relate individual job to Army mission
50	155	3.97	72. Maintain proper weight and level of physical fitness
50	154	3.97	76. Know individual rights within Army assignment system
50	163	3.97	114. Know how to order and pay for food and behave appropriately in restaurants on the economy
53	167	3.96	13. Know how to obtain emergency financial relief
53	160	3.96	40. Recognize when personal rights are violated or infringed upon and know appropriate recourse
53	158	3.96	54. Use acceptable social skills with members of the opposite sex
55	161	3.95	120. Avoid businesses known for deceptive practices
56	163	3.94	56. Participate in and meet the requirements of the Headstart Host Nation Program
57	165	3.93	36. Use banking facilities for deposit/withdrawal
58	154	3.92	49. Acquire necessary immunization for self and family
59.5	161	3.90	22. Recognize the importance of tests and their effects and therefore give best effort on tests

Rank	N	$\bar{x}$	Item
59.5	157	3.90	83. Choose and acquire car insurance policy
61.5	159	3.89	64. Respond appropriately to instances of discrimination by host nation citizens
61.5	156	3.89	96. Observe military family housing rules and regulations
63.5	162	3.88	90. Use housing referral services
63.5	157	3.88	94. Effectively utilize individual and unit training opportunities
65	158	3.87	97. Use military shopping facilities
66.5	174	3.86	5. Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors
66.5	161	3.86	16. Utilize sponsor program effectively
68.5	170	3.84	4. Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs
68.5	155	3.84	20. Transfer property legally
70.5	167	3.83	32. Know when, how, and for what purposes to obtain power of attorney
70.5	158	3.83	126. Understand impact of current events on soldier in Europe
72	157	3.80	95. Use postal services effectively
73	139	3.78	23. Use DPP effectively
74	155	3.77	41. Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.
76	158	3.76	75. Obtain "career" information
76	159	3.76	77. Persevere in attempts to communicate effectively with local nationals despite language barrier
76	159	3.76	86. Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites

Rank	N	$\bar{x}$	Item
79	168	3.75	26. Utilize best available currency exchange rates
79	156	3.75	98. Conserve energy at home/work and on the road
79	158	3.75	122. Obtain sales agreement in writing
81	164	3.74	68. Locate sources of accurate information about educational opportunities, services, and benefits
82	160	3.73	71. Recognize the use of recreational activities for self-realization, enhancing personal growth
83	167	3.72	10. Utilize the services offered through the Educational Services Office
84.5	161	3.71	105. Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers)
84.5	161	3.71	117. Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data
86	162	3.70	58. Understand the rules and regulations governing marriage/divorce to include cross-national relationships
87.5	157	3.68	15. Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely)
87.5	156	3.68	30. Clarify educational goals
89	156	3.67	74. Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans)
90.5	158	3.64	73. Keep records for income tax filing
90.5	156	3.64	113. Purchase gas coupons
92	160	3.63	109. Know of educational opportunities for dependents
94	164	3.62	34. Communicate effectively with store personnel when shopping on the economy
94	159	3.62	61. Choose/buy a car and register it



Rank	N	$\bar{x}$	Item
94	159	3.62	62. Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people)
96	161	3.61	112. Know how to contact local chaplain's office to obtain information about services and programs
98	159	3.60	14. Obtain USAREUR driver's license
98	162	3.60	50. Schedule time to take classes while also meeting on duty and off duty obligations
98	157	3.60	79. Acclimate to an adult learning situation which differs from the traditional secondary school
100.5	164	3.57	25. Communicate effectively with host nation military personnel
100.5	162	3.57	37. Utilize effective study skills, including locating a place conducive to study
102	155	3.56	35. Acquire different physical and psychological health services, both military and local national
103	160	3.55	102. Obtain added value tax relief
104	160	3.51	3. Follow safety procedures for the home
105	154	3.49	107. Recognize authorized/non-authorized solicitors
106	160	3.47	84. Take advantage of alternative, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning)
107	160	3.46	53. Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status
108	168	3.43	8. Save money
109	160	3.41	104. Recognize the information services available from your local library
110	163	3.40	11. Compare and select appropriate forms of transportation depending on situational needs
112	159	3.38	7. Register to vote and request absentee ballot
112	155	3.38	38. Interface effectively with NATO partnership unit

Rank	N	$\bar{x}$	Item
112	159	3.38	111. Use customer complaints procedures correctly
114	158	3.34	55. Follow parking regulations
115	156	3.33	48. Participate in unit sponsored recreational activities
116	162	3.29	59. Know how to plan a trip utilizing maps, schedules and tour or travel agencies
117	164	3.27	18. Become familiar with community resources of instruction for a new leisure skill
118	157	3.25	106. Use comparative shopping methods
119.5	156	3.23	52. Observe military and host nation rules and regulations concerning the ownership and care of pets
119.5	162	3.23	127. Apply European measurements (clothing, weight, metric)
121	161	3.21	115. Develop and utilize knowledge of geography estimates of time and distance for travel
122.5	155	3.14	51. Recognize uniforms/rank of NATO personnel
122.5	156	3.14	89. Utilize information about current cultural and sport events
124	153	3.11	85. Respond appropriately to rental advertisements
125	162	3.07	17. Apply for credit
126	157	2.98	118. Utilize variety of economy markets, bazaars, sales, etc.
127	162	2.96	29. Acquire travelers checks

Demands in the Table are rank-ordered from most important (obey military and German police) to least important (acquire traveler's checks).

Table 30 lists both the mean frequency ratings and the mean importance rating for each demand, by agency type. Generally, there is little variation in frequency or importance ratings for demands across agency types. The more notable differences in ratings occur for those demands closely related to a particular agency type. For instance, those demands dealing directly with education are often considered slightly more important or more commonly faced by first term enlistees when rated by education agencies than when rated by other agency types.

A matrix of demands was developed listing demands according to combined frequency and importance ratings. This matrix appears in Table 31. Nearly all demands were considered at least "moderately" important, and all demands were perceived to be faced by at least "some" first term enlistees. Over half of all demands were rated as faced by at least half of all first term enlistees, and considered at least moderately important. Thirty-two demands were faced by at least half the first term enlistees and were considered quite important.

On the mailed questionnaire, respondents were asked to indicate which demands they addressed within their agencies, and which were the agencies' highest priorities. For each agency type, the percent of agency respondents who indicate their agencies address each demand is shown in Table 32. Asterisks indicate demands addressed by over 50% of agencies in a given agency type. Table 33 lists, for each agency type, the highest priority demands, and the percent of agency respondents who cited the demands as highest priority. As expected, it can be seen that most agencies perceive their greatest responsibility

Table 30

## x Frequency and Importance of Demands - By Agency Type

x Number of First Term Enlistees Facing Demand						x Importance of Demand					
Health	Legal	Leisure	Work	Educ	Consumer	Health	Legal	Leisure	Work	Educ	Consumer
2.96	2.86	2.81	2.64	2.37	2.88	4.31	4.14	4.25	4.23	4.26	4.29
3.48	3.64	3.94	3.55	3.89	3.14	4.12	4.23	4.38	4.23	4.22	4.12
2.56	2.76	2.25	2.52	2.59	2.36	3.44	3.68	3.69	3.73	3.76	3.52
3.00	2.91	2.88	2.91	3.59	2.76	3.72	3.91	3.75	4.14	4.12	3.83
3.65	3.46	3.65	3.55	3.71	3.20	3.86	3.82	4.24	4.14	3.88	3.69
4.16	3.95	4.25	3.96	4.48	3.67	4.34	4.46	4.43	4.30	4.43	4.49
3.26	2.57	2.38	2.35	3.22	2.60	3.59	3.44	3.31	3.48	3.27	3.49
3.08	2.90	2.88	2.57	3.27	2.92	3.45	3.32	3.50	3.46	3.44	3.56
3.90	3.57	3.35	3.64	3.78	3.60	4.43	4.64	4.38	4.68	4.42	4.46
2.94	2.62	2.56	2.87	3.85	2.77	3.71	3.64	3.69	3.87	3.98	3.71
3.27	3.10	3.81	3.23	3.29	2.96	3.59	3.27	3.80	3.57	3.31	3.36
4.07	3.25	3.92	3.50	4.43	3.32	4.34	4.27	4.25	4.57	4.46	4.22

x Number of First Term Enlistees Facing Demand

Health	Legal	Leisure	Work	Educ	Consumer
2.63	2.05	2.80	2.05	2.41	2.61
3.39	3.33	2.67	3.29	3.21	3.28
3.67	3.11	3.60	3.62	3.94	3.62
3.15	3.27	2.60	2.96	2.88	2.67
3.03	3.25	2.93	2.76	2.67	3.12
2.84	2.65	2.69	2.83	3.09	2.58
2.55	2.60	2.85	2.35	2.94	2.42
2.43	2.52	2.44	2.10	2.52	2.42
2.88	2.62	3.00	2.38	2.97	2.69
3.24	2.75	3.71	3.00	3.73	2.95
2.89	2.94	3.00	2.76	2.63	3.02
2.62	2.50	2.53	2.25	2.55	2.49
2.12	2.24	1.93	2.00	2.26	2.11

x Importance of Demand

Health	Legal	Leisure	Work	Educ	Consumer
4.13	4.27	4.27	3.82	3.41	4.12
3.77	3.27	3.53	3.58	3.58	3.81
3.79	3.62	3.47	3.77	3.86	3.90
4.05	4.26	3.87	4.25	3.36	4.02
3.16	3.18	2.71	2.77	3.16	3.18
3.44	3.14	3.50	3.38	3.31	3.29
4.41	4.46	4.23	4.73	4.64	4.39
3.95	4.04	3.67	3.68	3.97	3.90
4.33	4.17	3.87	4.18	4.12	4.16
3.81	3.86	3.93	4.00	4.18	3.95
4.06	3.22	4.00	3.67	3.71	4.09
4.40	4.19	4.27	4.20	4.09	4.19
3.73	3.68	3.27	3.74	3.41	3.80

13. Know how to obtain emergency financial relief.

14. Obtain USAREUR driver's license.

15. Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling trans-formers safely, getting on and off trains and strassenbahns safely).

16. Utilize sponsor program effectively.

17. Apply for credit.

18. Become familiar with community resources of instruction for a new leisure skill.

19. Handle classified material correctly.

20. Transfer property legally.

21. Determine when a physical or psychological problem requires medical treatment.

22. Recognize the importance of tests and their effects and therefore give best effort on tests.

23. Use DPP effectively.

24. Be aware of provisions/consequences of economy rental contracts.

25. Communicate effectively with host nation military personnel.

x Number of First Term Enlistees Facing Demand						x Importance of Demand					
Health	Legal	Leisure	Work	Educ	Consumer	Health	Legal	Leisure	Work	Educ	Consumer
3.94	3.85	3.33	3.82	4.06	3.69	3.81	3.46	3.73	4.00	3.83	4.06
3.71	3.35	3.93	3.44	4.03	3.26	4.19	4.29	4.13	4.40	4.03	4.21
2.14	2.00	2.73	2.08	2.45	2.05	4.29	4.50	4.13	4.54	4.21	4.23
2.24	2.35	2.53	2.32	2.38	2.11	3.07	3.09	2.87	3.30	2.91	3.06
2.68	2.35	2.60	2.57	3.72	2.46	3.55	3.82	3.50	4.00	3.97	3.63
3.74	3.55	3.60	3.05	3.91	3.34	4.31	4.18	4.00	4.44	4.13	4.31
2.41	2.52	2.73	2.32	2.53	2.50	3.97	3.88	3.93	4.04	3.61	4.04
2.94	2.76	3.07	2.79	2.91	2.88	4.35	4.36	4.13	4.17	4.12	4.39
3.10	2.78	2.93	2.55	3.43	2.75	3.72	3.62	3.33	3.96	3.72	3.62
2.80	2.47	2.87	2.43	2.88	2.36	3.82	3.65	3.40	3.73	3.47	3.56
3.71	3.26	3.87	3.41	3.73	3.42	4.03	3.91	4.07	3.96	3.91	4.18
2.61	2.16	2.47	2.41	3.00	2.46	3.66	3.48	3.47	3.44	3.78	3.79

26. Utilize best available currency exchange rate.

27. Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.

28. Apply proper first aid to a person suffering from drug overdose.

29. Acquire travelers checks.

30. Clarify educational goals.

31. Observe security regulations (telephone, SHIM).

32. Know when, how, and for what purposes to obtain power of attorney.

33. Find appropriate housing.

34. Communicate effectively with store personnel when shopping on the economy.

35. Acquire different physical and psychological health services, both military and local national.

36. Use banking facilities for deposit/withdrawal.

37. Utilize effective study skills, including locating a place conducive to study.

x Number of First Term Enlistees Facing Demand

x Importance of Demand

	Health	Legal	Leisure	Work	Educ	Consumer		Health	Legal	Leisure	Work	Educ	Consumer
2.14	2.32	2.21	1.91	2.49	2.20		38. Interface effectively with NATO partnership unit.	3.40	3.81	3.21	3.32	3.28	3.48
3.33	2.90	3.40	2.96	3.39	3.02		39. Maintain balanced checking account.	4.36	4.33	4.53	4.44	4.11	4.49
2.88	2.96	3.33	3.04	3.27	2.81		40. Recognize when personal rights are violated or infringed upon and know appropriate recourse.	3.98	3.96	4.07	4.16	3.85	4.10
3.51	3.11	3.63	3.05	3.59	2.98		41. Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	3.98	3.86	3.69	3.87	3.55	3.79
3.07	3.16	3.33	3.36	3.25	3.14		42. Adjust to overcrowded housing conditions.	4.09	4.00	4.07	4.13	3.97	4.05
3.64	3.24	3.80	3.32	3.90	3.42		43. Pay bills on time.	4.44	4.48	4.40	4.44	4.22	4.56
2.90	3.00	2.93	2.79	3.06	2.79		44. Maintain POV in safe operating condition.	4.27	4.46	3.71	4.46	4.24	4.23
3.55	3.26	3.53	3.30	4.05	3.14		45. Retain, apply and transfer knowledge and skills which have been learned.	3.98	4.29	3.69	3.96	4.11	4.02
4.02	3.91	4.40	3.96	4.44	3.71		46. Follow military dress code.	4.07	4.09	3.67	4.46	4.09	4.18
2.83	2.73	2.75	2.50	3.24	2.64		47. Understand legal consequences of contractual agreements.	4.10	4.25	4.25	3.96	4.12	4.14
3.40	3.32	3.88	3.13	3.61	3.36		48. Participate in unit sponsored recreational activities	3.35	3.65	3.27	3.42	3.24	3.45
3.88	3.37	3.86	3.23	4.03	3.55		49. Acquire necessary immunizations for self and family.	3.98	3.86	3.73	4.04	4.15	4.14
2.54	2.60	2.60	2.58	2.87	2.52		50. Schedule time to take classes while also meeting on duty and off duty obligations.	3.60	3.59	3.56	3.52	3.82	3.68

x Number of First Term Enlistees Facing Demand						x Importance of Demand					
Health	Legal	Leisure	Work	Educ	Consumer	Health	Legal	Leisure	Work	Educ	Consumer
2.53	2.16	2.75	2.65	2.97	2.50	3.23	2.95	3.23	3.38	3.11	3.29
2.25	1.95	2.29	1.77	2.28	2.21	3.39	3.00	3.07	3.35	3.21	3.51
3.31	3.32	3.20	3.14	3.31	2.93	3.48	3.52	3.75	3.52	3.52	3.40
3.64	3.36	3.93	3.33	3.88	3.37	3.90	4.09	3.87	4.46	3.97	3.91
3.20	3.10	3.19	2.65	3.00	2.86	3.41	3.23	3.33	3.30	3.58	3.52
4.21	3.76	4.40	3.96	4.68	4.05	3.88	3.77	3.93	3.80	4.39	3.93
4.34	3.81	4.13	4.04	4.38	4.07	4.40	4.52	4.00	4.44	4.24	4.38
2.26	2.09	2.47	2.09	2.53	2.23	3.87	3.67	3.47	4.00	3.85	3.59
2.88	2.63	2.75	2.77	2.86	2.72	3.48	3.24	3.06	3.48	3.24	3.33
3.98	3.63	4.27	3.74	4.13	3.67	4.12	4.24	3.73	4.32	4.03	4.17
2.80	3.00	2.73	2.79	2.56	2.65	3.58	3.68	3.53	4.04	3.64	3.67
2.88	2.74	3.40	3.05	3.49	2.76	3.58	3.57	3.64	3.78	3.80	3.71

51. Recognize uniforms/rank of NATO personnel.
52. Observe military and host nation rules and regulations concerning the ownership and care of pets.
53. Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.
54. Use acceptable social skills with members of the opposite sex.
55. Follow parking regulations.
56. Participate in and meet the requirements of the Headstart Host Nation Program.
57. Utilize chain of command.
58. Understand rules and regulations governing marriage/divorce to include cross-national relationships.
59. Know how to plan a trip utilizing maps, schedules and tour or travel agencies.
60. Apply basic rules of physical hygiene, preventive medicine.
61. Choose/buy a car and register it.
62. Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).



x Number of First Term Enlistees Facing Demand

Health	Legal	Leisure	Work	Educ	Consumer
4.09	3.91	4.21	3.84	4.09	3.81
2.47	2.57	3.07	2.54	3.00	2.44
3.80	3.55	3.80	3.42	4.18	3.42
2.66	2.74	2.36	2.82	3.17	2.51
4.29	4.05	4.33	3.92	4.49	3.79
3.07	3.05	3.47	3.04	3.70	2.90
3.87	3.43	4.47	3.72	3.97	3.61
4.04	3.91	4.40	3.83	4.42	3.65
3.20	3.00	3.47	3.13	3.55	2.90
3.92	3.80	3.93	4.21	3.66	3.88
3.45	3.05	3.43	2.64	3.13	3.11
2.81	2.67	3.00	2.74	3.26	2.74

x Importance of Demand

Health	Legal	Leisure	Work	Educ	Consumer
4.02	4.30	3.93	4.44	3.89	4.19
3.69	4.25	3.87	4.42	3.88	3.93
4.08	4.39	4.00	4.50	4.33	4.11
4.22	4.48	4.60	4.48	4.27	4.23
4.63	4.55	4.73	4.54	4.44	4.40
3.60	3.57	4.00	3.71	3.95	3.78
4.27	4.18	4.47	4.60	4.11	4.36
4.29	4.44	4.53	4.52	4.44	4.33
3.65	3.62	4.44	3.75	3.68	3.74
4.05	4.19	4.00	4.29	3.73	4.14
3.71	3.71	3.86	3.74	3.52	3.86
3.45	3.58	3.86	3.79	3.97	3.73

63. Exhibit military bearing.
64. Respond appropriately to instances of discrimination by host nation citizens.
65. Develop tolerance/respect for the language, values and behaviors of host nation citizens.
66. Prevent or obtain treatment for venereal diseases.
67. Obey military and German police.
68. Locate sources of accurate information about educational opportunities, services, and benefits.
69. Communicate effectively with superiors.
70. Observe military and host nation laws.
71. Recognize the use of recreational activities for self-realization, enhancing personal growth.
72. Maintain proper weight and level of physical fitness.
73. Keep records for income tax filing.
74. Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).

x Number of First Term Enlistees Facing Demand

Health	Legal	Leisure	Work	Educ	Consumer
3.07	3.11	3.50	3.38	3.60	2.91
3.37	2.75	3.71	3.13	3.81	2.98
3.19	3.25	3.21	3.04	3.54	2.98
3.95	4.05	4.64	3.39	3.84	3.98
3.09	2.63	3.36	2.82	3.53	3.00
3.95	3.47	4.14	3.65	4.06	3.62
2.86	3.00	3.29	3.00	2.94	2.82
3.94	3.24	4.00	3.12	4.23	3.73
2.93	3.43	2.79	3.27	2.69	2.84
2.42	2.68	2.57	2.83	2.97	2.30
2.33	2.53	2.50	2.36	2.19	2.30
2.74	2.90	2.93	2.87	3.56	2.54

x Importance of Demand

Health	Legal	Leisure	Work	Educ	Consumer
3.63	3.76	4.14	3.96	3.84	3.76
3.97	4.19	4.14	4.38	3.88	3.95
3.68	3.86	3.71	4.00	3.80	3.73
3.98	4.25	4.07	4.08	4.06	4.30
3.51	3.33	3.71	3.83	3.82	3.68
4.28	4.20	4.29	4.29	4.15	4.20
4.11	4.24	4.43	4.14	3.88	4.09
4.30	4.46	4.43	4.56	4.38	4.39
4.02	4.00	4.07	4.09	3.79	4.02
3.33	3.62	3.43	3.79	3.62	3.49
3.07	3.33	3.50	3.17	3.03	3.17
3.59	3.71	4.07	3.67	4.18	3.70

75. Obtain "career" information.
76. Know individual rights within Army assignment system.
77. Persevere in attempts to communicate effectively with local nationals despite language barrier.
78. File income tax report correctly and on time.
79. Acclimate to an adult learning situation which differs from the traditional secondary school.
80. Complete requirements for promotion.
81. Share information concerning community resources with spouse/family.
82. Make a smooth cultural transition from CONUS to USAREUR.
83. Choose and acquire car insurance policy.
84. Take advantage of alternative non-traditional educational programs (e.g., correspondence, external degrees, CIEP, and independent learning).
85. Respond appropriately to rental advertisements.
86. Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.

x Number of First Term Enlistees Facing Demand

	x Importance of Demand				
	Health	Legal	Leisure	Work	Educ Consumer

2.97	2.90	2.60	2.57	3.09	2.70	87. Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.	4.25	4.00	3.80	4.13	4.09	4.16
4.15	3.85	4.43	3.71	4.09	3.93	88. Establish and maintain effective work relationships with peers.	4.43	4.24	4.20	4.46	4.32	4.39
2.75	2.63	3.40	2.22	2.88	2.74	89. Utilize information about current cultural and sport events.	3.03	3.19	3.53	3.29	3.03	3.26
2.84	3.10	2.87	2.75	2.53	2.89	90. Use housing referral services	3.93	4.05	4.20	3.92	3.73	4.15
2.93	3.05	3.20	3.18	3.00	2.87	91. Pay host nation utility bills on time.	4.18	4.50	4.40	4.17	4.15	4.35
3.82	3.67	4.33	3.40	3.97	3.64	92. Deal effectively with one's own emotional needs and problems.	4.51	4.55	4.40	4.60	4.36	4.48
2.58	2.41	2.60	2.48	2.88	2.74	93. Deal appropriately with sexual harassment.	4.23	4.04	4.47	4.48	4.17	4.16
3.54	3.20	4.00	3.50	3.88	3.35	94. Effectively utilize individual and unit training opportunities.	3.85	3.91	3.80	4.00	4.00	4.05
4.35	4.26	4.00	4.32	4.34	4.26	95. Use postal services effectively.	3.92	3.52	3.73	4.04	3.85	3.98
2.93	2.85	2.64	2.59	2.78	2.86	96. Observe military family housing rules and regulations.	4.12	3.77	3.54	4.04	3.79	4.05
4.57	4.40	4.93	4.65	4.69	4.51	97. Use military shopping facilities.	4.00	3.38	4.00	3.91	3.91	4.13
3.57	3.42	4.36	3.32	4.00	3.16	98. Conserve energy at home/work and on the road.	3.64	3.76	3.47	3.91	3.97	4.09
3.42	3.14	3.67	3.33	3.77	3.40	99. Observe military barracks rules and regulations.	4.03	4.23	3.87	4.25	4.06	4.16
4.59	4.64	4.87	4.50	4.38	4.42	100. Use ration cards.	4.39	3.57	3.87	4.21	3.97	4.15

X Number of First Term Enlistees Facing Demand

Health	Legal	Letsure	Work	Educ	Consumer
4.05	4.10	4.40	4.27	4.16	3.71
2.31	2.63	2.73	2.65	2.57	2.54
3.05	3.05	2.86	3.08	3.25	3.00
2.88	2.42	3.06	2.74	3.24	2.70
2.86	2.53	3.14	2.77	3.47	2.76
2.78	2.63	2.87	2.82	3.21	2.31
2.49	2.84	3.00	2.55	2.94	2.45
3.16	3.04	3.60	3.38	3.38	3.02
2.47	2.47	2.67	2.26	2.82	2.28
3.31	3.00	3.20	2.96	3.78	3.09
2.43	2.41	2.87	2.46	2.88	2.55
3.19	2.90	2.93	3.46	3.44	3.23

X Importance of Demand

Health	Legal	Letsure	Work	Educ	Consumer
4.35	4.50	4.13	4.61	4.21	4.36
3.57	3.48	3.80	3.88	3.29	3.85
4.13	4.20	4.20	4.21	4.08	4.23
3.37	3.29	3.63	3.38	3.54	3.58
3.60	3.71	3.80	3.88	3.92	3.81
3.25	3.19	3.40	3.39	3.38	3.21
3.43	3.86	3.67	3.74	3.46	3.59
4.07	4.17	4.20	4.42	3.97	4.09
3.57	3.75	3.87	3.78	3.72	3.70
4.55	4.39	4.47	4.57	4.30	4.52
3.39	3.35	3.73	3.33	3.27	3.59
3.87	3.38	3.13	3.79	3.49	3.89

x Number of First Term Enlistees Facing Demand

Health	Legal	Leisure	Work	Educ	Consumer
3.14	3.68	2.80	3.46	2.75	3.14
3.75	3.35	3.67	3.59	4.08	3.41
3.02	2.90	3.00	3.14	3.25	2.76
3.58	3.45	3.73	3.67	4.03	3.43
2.98	2.84	3.00	2.82	3.51	2.70
2.73	2.58	2.80	2.91	2.91	2.77
3.65	3.44	4.07	3.58	3.97	3.16
2.85	2.75	3.33	2.87	3.36	2.91
3.76	3.55	4.00	3.71	3.85	3.35
2.86	2.71	2.53	2.73	3.16	2.63
2.87	3.37	2.73	3.00	2.72	2.75
2.90	2.55	3.07	2.36	3.13	2.59

x Importance of Demand

Health	Legal	Leisure	Work	Educ	Consumer
3.81	3.52	3.47	4.09	3.61	3.86
4.02	3.64	4.13	3.87	4.13	4.07
3.31	2.76	2.80	3.30	3.34	3.45
3.88	4.19	4.20	4.21	4.18	4.12
3.69	3.76	3.80	4.00	3.75	3.70
3.07	2.91	2.93	3.04	3.03	3.17
4.55	4.50	4.40	4.75	4.33	4.27
3.83	3.96	4.20	4.13	4.06	4.00
3.93	4.29	3.73	4.33	4.03	4.00
3.77	4.09	3.60	3.91	3.71	3.88
4.42	4.43	4.53	4.44	4.18	4.41
4.15	3.96	4.27	4.04	4.06	4.21

x Number of First Term Enlistees Facing Demand

Health	Legal	Leisure	Work	Educ	Consumer
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3.10	2.75	3.00	3.08	3.50	2.86
------	------	------	------	------	------

88

3.21	2.85	2.87	3.08	3.61	2.84
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2.82	2.53	3.13	2.23	3.28	2.35
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x Importance of Demand

Health	Legal	Leisure	Work	Educ	Consumer
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4.40	4.38	4.27	4.42	4.36	4.33
------	------	------	------	------	------

3.78	3.95	3.87	4.08	3.88	3.86
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3.50	2.91	3.00	3.13	3.24	3.36
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125. Apply first aid procedures in response to accidents and emergencies.

126. Understand impact of current events on soldier in Europe.

127. Apply European measurements (clothing, weight, metric).

Table 31  
Agency Demand Matrix  
Frequency of Demand - "How Many"

Importance of Demand	4.00 - 5.00 (4 = Most)	3.00 - 3.99 (3 = About Half)	2.00 - 2.99 (2 = Some)	>2.00 (1 = V. Few or None)
4.00 - 5.00 (4 = Quite Important)	8 demands  6, 46, 57, 67, 70, 88, 100, 101  #1	24 demands 2, 9, 12, 27, 31, 39, 42, 43, 45, 60, 63, 65, 69, 78, 80, 82, 92, 99, 103, 108, 110, 116, 119, 125  #2	15 demands 1, 19, 21, 24, 28, 33, 44, 47, 66, 81, 87, 91, 93, 123, 124  #5	
3.00 - 3.99 (3 = Moderately Important)	3 demands  56, 95, 97  #3	33 demands 4, 5, 10, 11, 14, 15, 22, 26, 34, 36, 40, 41, 48, 49, 53, 54, 62, 68, 71, 72, 73, 75, 76, 77, 79, 94, 98, 112, 113, 114, 117, 121, 126  #4	42 demands 3, 7, 8, 13, 16, 17, 18, 20, 23, 25, 30, 32, 35, 37, 38, 50, 51, 52, 55, 58, 59, 61, 64, 74, 83, 84, 85, 86, 89, 90, 96, 102, 104, 105, 106, 107, 109, 111, 115, 120, 122, 127  #6	
2.00 - 2.99 (2 = Somewhat Important)			2 demands  29, 118  #7	
> 2.00 (1 = Not at All Important)				

Table 32

Percent of Each Type of Agency Indicating They Address Each Demand

Demand #	Demand	Health N = 42	Legal N = 13	Leisure N = 15	Work N = 12	Educ N = 28	Consumer N = 29
1	Prepare a family budget.	50*	8	7	25	11	66*
2	Prepare a personal budget.	52*	0	7	25	11	69*
3	Follow safety procedures for the home.	14	8	13	0	7	3
4	Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.	10	8	27	17	89*	3
5	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	31	0	60*	17	61*	45
6	Perform job tasks adequately.	17	8	13	25	25	0
7	Register to vote and request absentee ballot.	5	15	0	17	7	3
8	Save money.	33	8	20	17	7	55*
9	Observe host nation traffic rules.	7	31	13	25	25	7
10	Utilize the services offered through the Educational Services Office.	12	0	33	17	96*	0
11	Compare and select appropriate forms of transportation depending on situational needs.	5	0	47	8	11	7
12	Pass SQT/perform SQT tasks.	10	8	7	25	61*	3
13	Know how to obtain emergency financial relief.	64*	8	27	17	0	76*
14	Obtain USAREUR driver's license.	7	8	7	25	14	7
15	Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	5	8	27	0	18	0

\*Over 50% indicate they address the demand



<u>Demand #</u>	<u>Demand</u>	<u>Health N = 42</u>	<u>Legal N = 13</u>	<u>Leisure N = 15</u>	<u>Work N = 12</u>	<u>Educ N = 28</u>	<u>Consumer N = 29</u>
16	Utilize sponsor program effectively.	31	15	0	25	0	34
17	Apply for credit.	14	0	0	25	7	31
18	Become familiar with community resources of instruction for a new leisure skill.	14	0	73*	25	29	10
19	Handle classified material correctly.	2	8	0	8	4	0
20	Transfer property legally.	0	46	0	0	0	0
21	Determine when a physical or psychological problem requires medical treatment.	43	15	13	17	4	14
22	Recognize the importance of tests and their effects and therefore give best effort on tests.	7	0	7	17	75*	0
23	Use DPP effectively.	24	0	0	17	7	31
24	Be aware of provisions/consequences of economy rental contracts.	10	23	20	0	4	14
25	Communicate effectively with host nation military personnel.	2	8	13	0	57*	3
26	Utilize best available currency exchange rates.	5	0	20	0	32	28
27	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	10	38	53*	42	46	10
28	Apply proper first aid to a person suffering from drug overdose.	14	0	0	17	7	3
29	Acquire travelers checks.	0	0	7	8	4	14
30	Clarify educational goals.	14	0	33	8	75*	0
31	Observe security regulations (telephone, SMLM).	7	8	7	17	7	0
32	Know when, how, and for what purposes to obtain power of attorney.	19	38	20	0	0	14
33	Find appropriate housing.	10	0	20	0	4	17
34	Communicate effectively with store personnel when shopping on the economy.	7	0	40	17	54*	10

Demand #	Demand	Health N = 42	Legal N = 13	Leisure N = 15	Work N = 12	Educ N = 28	Consumer N = 29
35	Acquire different physical and psychological health services, both military and local national.	36	0	13	17	0	17
36	Use banking facilities for deposit/withdrawal.	19	0	0	17	7	38
37	Utilize effective study skills, including locating a place conducive to study.	5	0	13	8	82*	0
38	Interface effectively with NATO partnership unit.	0	0	7	0	14	0
39	Maintain balanced checking account.	40	15	0	25	14	66*
40	Recognize when personal rights are violated or infringed upon and know appropriate recourse.	17	77*	7	50*	4	7
41	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	14	0	73*	8	4	0
42	Adjust to overcrowded housing conditions.	17	0	27	0	0	7
43	Pay bills on time.	31	23	13	25	0	55*
44	Maintain POV in safe operating condition.	2	31	20	17	0	0
45	Retain, apply and transfer knowledge and skills which have been learned.	12	8	13	25	61*	0
46	Follow military dress code.	12	23	0	17	0	3
47	Understand legal consequences of contractual agreements.	2	38	13	0	0	7
48	Participate in unit sponsored recreational activities.	12	8	73*	25	0	0
49	Acquire necessary immunizations for self and family.	17	0	7	0	0	0
50	Schedule time to take classes while also meeting on duty and off duty obligations.	7	0	7	17	71*	0
51	Recognize uniforms/rank of NATO personnel.	0	0	0	17	11	0
52	Observe military and host nation rules and regulations concerning the ownership and care of pets.	5	23	20	0	4	10

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>Health</u> <u>N = 42</u>	<u>Legal</u> <u>N = 13</u>	<u>Leisure</u> <u>N = 15</u>	<u>Work</u> <u>N = 12</u>	<u>Educ</u> <u>N = 28</u>	<u>Consumer</u> <u>N = 29</u>
53	Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	21	8	80*	33	4	14
54	Use acceptable social skills with members of the opposite sex.	26	38	13	50*	14	14
55	Follow parking regulations.	0	31	0	17	4	0
56	Participate in and meet the requirements of the Headstart Host Nation Program.	7	8	7	25	61	3
57	Utilize chain of command.	14	31	7	42	4	0
58	Understand rules and regulations governing marriage/divorce to include cross-national relationships.	17	31	0	33	0	0
59	Know how to plan a trip utilizing maps, schedules and tour or travel agencies.	7	0	73*	17	21	3
60	Apply basic rules of physical hygiene, preventive medicine.	19	0	7	8	4	0
61	Choose/buy a car and register it.	5	31	0	17	0	7
62	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	10	0	40	8	96*	10
63	Exhibit military bearing.	12	23	7	25	4	0
64	Respond appropriately to instances of discrimination by host nation citizens.	10	46	13	50*	11	0
65	Develop tolerance/respect for the language, values and behaviors of host nation citizens.	12	15	47	33	50*	10
66	Prevent or obtain treatment for venereal diseases.	14	0	0	8	0	0
67	Obey military and German police.	5	38	7	33	11	0
68	Locate sources of accurate information about educational opportunities, services, and benefits.	21	0	47	17	86*	7
69	Communicate effectively with superiors.	33	15	13	50*	18	3

<u>Demand #</u>	<u>Demand</u>	<u>Health N = 42</u>	<u>Legal N = 13</u>	<u>Leisure N = 15</u>	<u>Work N = 12</u>	<u>Educ N = 28</u>	<u>Consumer N = 29</u>
70	Observe military and host nation laws.	12	38	13	17	7	7
71	Recognize the use of recreational activities for self-realization, enhancing personal growth.	19	0	87*	25	7	3
72	Maintain proper weight and level of physical fitness.	12	15	20	25	0	0
73	Keep records for income tax filing.	12	23	0	8	7	17
74	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).	7	0	7	17	75*	0
75	Obtain "career" information.	12	0	7	8	54*	0
76	Know individual rights within Army assignment system.	7	0	0	8	0	0
77	Persevere in attempts to communicate effectively with local nationals despite language barrier.	5	15	33	17	46	0
78	File income tax report correctly and on time.	5	31	0	8	7	10
79	Acclimate to an adult learning situation which differs from the traditional secondary school.	7	0	13	8	86*	0
80	Complete requirements for promotion.	14	0	0	17	36	0
81	Share information concerning community resources with spouse/family.	45	8	33	25	4	28
82	Make a smooth cultural transition from CONUS to USAREUR.	14	23	53*	42	32	28
83	Choose and acquire car insurance policy.	5	8	7	0	4	3
84	Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).	10	0	7	25	75*	0
85	Respond appropriately to rental advertisements.	0	0	0	8	0	7

<u>Demand #</u>	<u>Demand</u>	<u>Health N = 42</u>	<u>Legal N = 13</u>	<u>Leisure N = 15</u>	<u>Work N = 12</u>	<u>Educ N = 28</u>	<u>Consumer N = 29</u>
86	Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.	10	0	20	25	89	0
87	Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.	12	8	27	17	4	10
88	Establish and maintain effective work relationships with peers.	33	0	7	17	4	7
89	Utilize information about current cultural and sport events.	5	8	53*	17	14	3
90	Use housing referral services.	7	8	27	25	0	10
91	Pay host nation utility bills on time.	14	15	20	8	7	34
92	Deal effectively with one's own emotional needs and problems.	55*	0	33	33	7	24
93	Deal appropriately with sexual harrassment.	29	46	0	75*	4	3
94	Effectively utilize individual and unit training opportunities.	14	8	0	25	29	3
95	Use postal services effectively.	2	0	13	0	11	0
96	Observe military family housing rules and regulations.	10	31	7	8	0	14
97	Use military shopping facilities.	5	0	20	8	0	3
98	Conserve energy at home/work and on the road.	7	8	7	0	0	7
99	Observe military barracks rules and regulations.	7	15	0	8	0	0
100	Use ration cards.	7	8	7	17	0	0
101	Observe anti-shoplifting laws.	5	15	0	8	0	0
102	Obtain added value tax relief.	14	0	27	25	4	24
103	Overcome negative attitudes of peers, supervisors and self toward education.	24	0	13	17	39	7

<u>Demand #</u>	<u>Demand</u>	<u>Health N = 42</u>	<u>Legal N = 13</u>	<u>Leisure N = 15</u>	<u>Work N = 12</u>	<u>Educ N = 28</u>	<u>Consumer N = 29</u>
104	Recognize the information services available from your local library.	7	0	47	25	25	3
105	Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).	17	0	20	25	93*	0
106	Use comparative shopping methods.	21	8	33	8	14	21
107	Recognize authorized/non-authorized solicitors.	5	15	7	8	0	0
108	Know what assistance is available through JAG legal services.	21	46	20	17	4	17
109	Know of educational opportunities for dependents.	19	0	20	8	86*	7
110	Understand how to deal effectively with personal and family crises.	60*	31	20	33	0	31
111	Use customer complaints procedures correctly.	2	31	7	17	0	7
112	Know how to contact local chaplain's office to obtain information about services and programs.	33	0	27	17	0	10
113	Purchase gas coupons.	5	0	7	0	0	3
114	Know how to order and pay for food and behave appropriately in restaurants on the economy.	10	0	47	17	36	7
115	Develop and utilize knowledge of geography estimates of time and distance for travel.	7	0	47	8	14	0
116	Recognize role of education in promotion/ advancement.	12	0	13	33	75*	0
117	Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	29	0	13	0	64	10
118	Utilize variety of economy markets, bazaars, sales, etc.	7	0	27	8	11	3
119	Make choices about drug/alcohol use based on legal/health consequences.	48	31	7	42	7	10

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>Health</u> <u>N = 42</u>	<u>Legal</u> <u>N = 13</u>	<u>Leisure</u> <u>N =</u>	<u>Work</u> <u>N = 12</u>	<u>Educ</u> <u>N = 28</u>	<u>Consumer</u> <u>N = 29</u>
120	Avoid businesses known for deceptive practices.	10	23	20	17	7	10
121	Relate individual job to Army mission.	19	0	0	17	18	0
122	Obtain sales agreement in writing.	2	15	7	0	0	7
123	Provide proper family and child care.	55*	8	20	17	4	38
124	Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.	33	8	20	17	0	3
125	Apply first aid procedures in response to accidents and emergencies.	10	8	0	17	11	3
126	Understand impact of current events on soldier in Europe.	17	0	7	8	14	0
127	Apply European measurements (clothing, weight, metric).	14	0	47	0	36	17

Table 33

Highest Priority Demands  
By Agency Type

Demand #	Demand	Agency Type					
		Health N = 46	Legal N = 19	Leisure N = 17	Work N = 15	Educ N = 40	Consumer/ Finance N = 36
1	Prepare a family budget.	21.7	5.3				30.6
2	Prepare a personal budget.	15.2		5.9	6.7	2.5	25.0
3	Follow safety procedures for the home.						
4	Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.			5.9	6.7	57.5	2.8
5	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.			23.5		7.5	2.8
6	Perform job tasks adequately.	4.3	5.3	5.9	20.0	5.0	2.8
7	Register to vote and request absentee ballot.						
8	Save money.	6.5					19.4
9	Observe host nation traffic rules.		10.5				
10	Utilize the services offered through the Educational Services Office.					22.5	
11	Compare and select appropriate forms of transportation depending on situational needs.			5.9			
12	Pass SQT/perform SQT tasks.	2.2	5.3	5.9	13.3	12.5	
13	Know how to obtain emergency financial relief.	28.3			6.7		38.9
14	Obtain USAREUR driver's license.				13.3		



<u>Demand #</u>	<u>Demand</u>	<u>Health N = 46</u>	<u>Legal N = 19</u>	<u>Leisure N = 17</u>	<u>Work N = 15</u>	<u>Educ N = 40</u>	<u>Consumer/ Finance N = 36</u>
15	Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).						
16	Utilize sponsor program effectively.	10.9	5.3		6.7		11.1
17	Apply for credit.	2.2					13.9
18	Become familiar with community resources of instruction for a new leisure skill.	2.2		17.6		5.0	2.8
19	Handle classified material correctly.						
20	Transfer property legally.		10.5				
21	Determine when a physical or psychological problem requires medical treatment.	19.6			6.7		2.8
22	Recognize the importance of tests and their effects and therefore give best effort on tests.					15.0	
23	Use DPP effectively.	4.3					5.6
24	Be aware of provisions/consequences of economy rental contracts.		10.5				13.9
25	Communicate effectively with host nation military personnel.						
26	Utilize best available currency exchange rates.						13.9
27	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	2.2	21.1	5.9	13.3	5.0	13.9
28	Apply proper first aid to a person suffering from drug overdose.	2.2					
29	Acquire travelers checks.						11.1
30	Clarify educational goals.					35.0	

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>Health</u> <u>N = 46</u>	<u>Legal</u> <u>N = 19</u>	<u>Leisure</u> <u>N = 17</u>	<u>Work</u> <u>N = 15</u>	<u>Educ</u> <u>N = 40</u>	<u>Consumer /</u> <u>Finance</u> <u>N = 36</u>
31	Observe security regulations (telephone, SMLM).						
32	Know when, how, and for what purposes to obtain power of attorney.		21.1				
33	Find appropriate housing.						11.1
34	Communicate effectively with store personnel when shopping on the economy.					7.5	
35	Acquire different physical and psychological health services, both military and local national.	13.0				5.6	
36	Use banking facilities for deposit/ withdrawal.	2.2		5.9			22.2
37	Utilize effective study skills, including locating a place conducive to study.					7.5	
38	Interface effectively with NATO partnership unit.						
39	Maintain balanced checking account.	8.7		5.9			27.8
40	Recognize when personal rights are violated or infringed upon and know appropriate recourse.		21.1		20.0		
41	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	2.2		17.6			
42	Adjust to overcrowded housing conditions.	2.2					
43	Pay bills on time.	2.2	5.3				13.9
44	Maintain POV in safe operating condition.		5.3	5.9			
45	Retain, apply and transfer knowledge and skills which have been learned.	2.2				17.5	
46	Follow military dress code.						

<u>Demand #</u>	<u>Demand</u>	<u>Health N = 46</u>	<u>Legal N = 19</u>	<u>Leisure N = 17</u>	<u>Work N = 15</u>	<u>Educ N = 40</u>	<u>Consumer/ Finance N = 36</u>
47	Understand legal consequences of contractual agreements.		15.8				
48	Participate in unit sponsored recreational activities.			11.8	6.7		
49	Acquire necessary immunizations for self and family.	4.3					
50	Schedule time to take classes while also meeting on duty and off duty obligations.					7.5	
51	Recognize uniforms/rank of NATO personnel.						
52	Observe military and host nation rules and regulations concerning the ownership and care of pets.						
53	Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	4.3		35.3	13.3		2.8
54	Use acceptable social skills with members of the opposite sex.	2.2	10.5	5.9	13.3		
55	Follow parking regulations.						
56	Participate in and meet the requirements of the Headstart Host Nation Program.	4.3				30.0	2.8
57	Utilize chain of command.	2.2	10.5		20.0		2.8
58	Understand rules and regulations governing marriage/divorce to include cross-national relationships.	6.5	21.1				
59	Know how to plan a trip utilizing maps, schedules and tour or travel agencies.			23.5			
60	Apply basic rules of physical hygiene, preventive medicine.	2.2					
61	Choose/buy a car and register it.		5.3				
62	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).			11.8	13.3	35.0	

<u>Demand #</u>	<u>Demand</u>	<u>Health N = 46</u>	<u>Legal N = 19</u>	<u>Leisure N = 17</u>	<u>Work N = 15</u>	<u>Educ N = 40</u>	<u>Consumer/ Finance N = 36</u>
63	Exhibit military bearing.				6.7		5.6
64	Respond appropriately to instances of discrimination by host nation citizens.		5.3	5.9	6.7		2.8
65	Develop tolerance/respect for the language, values and behaviors of host nation citizens.		10.5	23.5	13.3	10.0	2.8
66	Prevent or obtain treatment for venereal diseases.	8.7					
67	Obey military and German police.		15.8				
68	Locate sources of accurate information about educational opportunities, services, and benefits.	6.5				12.5	2.8
69	Communicate effectively with superiors.	6.5	10.5	5.9	26.7	5.0	
70	Observe military and host nation laws.		26.3				
71	Recognize the use of recreational activities for self-realization, enhancing personal growth.		5.3	58.8	6.7		
72	Maintain proper weight and level of physical fitness.		5.3	11.8	6.7		
73	Keep records for income tax filing.						2.8
74	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).					10.0	
75	Obtain "career" information.					2.5	
76	Know individual rights within Army assignment system.						
77	Persuade in attempts to communicate effectively with local nationals despite language barrier.					5.0	
78	File income tax report correctly and on time.		21.1				

Demand #	Demand	Health N = 46	Legal N = 19	Leisure N = 17	Work N = 15	Educ N = 40	Consumer/ Finance N = 36
79	Acclimate to an adult learning situation which differs from the traditional secondary school.					12.5	
80	Complete requirements for promotion.	4.3					
81	Share information concerning community resources with spouse/family.	15.2	5.3	11.8			5.6
82	Make a smooth cultural transition from CONUS to USAREUR.	4.3	5.3	23.5	13.3	5.0	2.8
83	Choose and acquire car insurance policy.						
84	Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).					30.0	
85	Respond appropriately to rental advertisements.						
86	Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.					32.5	
87	Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.	2.2					
88	Establish and maintain effective work relationships with peers.	6.5		5.9			
89	Utilize information about current cultural and sport events.		5.3	5.9	6.7		
90	Use housing referral services.		5.3		6.7		8.3
91	Pay host nation utility bills on time.						8.3
92	Deal effectively with one's own emotional needs and problems.	45.7			20.0		5.6
93	Deal appropriately with sexual harrassment.	2.2	10.5		26.7		
94	Effectively utilize individual and unit training opportunities.				20.0	5.0	

<u>Demand #</u>	<u>Demand</u>	<u>Health N = 46</u>	<u>Legal N = 19</u>	<u>Leisure N = 17</u>	<u>Work N = 15</u>	<u>Educ N = 40</u>	<u>Consumer/ Finance N = 36</u>
95	Use postal services effectively.						
96	Observe military family housing rules and regulations.		5.3				2.8
97	Use military shopping facilities.						
98	Conserve energy at home/work and on the road.						
99	Observe military barracks rules and regulations.						
100	Use ration cards.			5.9			
101	Observe anti-shoplifting laws.						
102	Obtain added value tax relief.	2.2					2.8
103	Overcome negative attitudes of peers, supervisors and self toward education.					2.5	
104	Recognize the information services available from your local library.			17.6		2.5	
105	Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).			5.9	13.3	22.5	
106	Use comparative shopping methods.	2.2					
107	Recognize authorized/non-authorized solicitors.						
108	Know what assistance is available through JAG legal services.		26.3				
109	Know of educational opportunities for dependents.			5.9		5.0	
110	Understand how to deal effectively with personal and family crises.	45.7	10.5	11.8	20.0		13.9
111	Use customer complaints procedures correctly.		5.3		6.7		2.8

<u>Demand #</u>	<u>Demand</u>	<u>Health N = 46</u>	<u>Legal N = 19</u>	<u>Leisure N = 17</u>	<u>Work N = 15</u>	<u>Educ N = 40</u>	<u>Consumer/ Finance N = 36</u>
112	Know how to contact local chaplain's office to obtain information about services and programs.	8.7					
113	Purchase gas coupons.						
114	Know how to order and pay for food and behave appropriately in restaurants on the economy.					2.5	
115	Develop and utilize knowledge of geography estimates of time and distance for travel.						
116	Recognize role of education in promotion/ advancement.	2.2			13.3	12.5	
117	Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	2.2	5.3		6.7	2.5	2.8
118	Utilize variety of economy markets, bazaars, sales, etc.						
119	Make choices about drug/alcohol use based on legal/health consequences.	15.2	10.5		20.0		
120	Avoid businesses known for deceptive practices.						
121	Relate individual job to Army mission.		5.3	5.9	6.7		
122	Obtain sales agreement in writing.		5.3				
123	Provide proper family and child care.	34.8	5.3		6.7		22.2
124	Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.	8.7					
125	Apply first aid procedures in response to accidents and emergencies.	8.7					
126	Understand impact of current events on soldier in Europe.						
127	Apply European measurements (clothing, weight, metric).						

to lie in addressing demands which have to do with the agencies' primary orientation. Health agencies deal primarily with health demands, education agencies with education demands, and so on. However, 25 demands are not considered priority by any respondent; 55 more are considered priority by less than 20% of any type of agency respondents. Nine demands are considered priority by some percentage of at least five different agency types.

#### Indicators of Adaptation to USAREUR

Agency representatives participating in the survey were asked to rate the 90 indicators of adaptation to USAREUR using a 7-point scale (7 = very strongly indicates soldier has successfully adapted to USAREUR, to 1 = very strongly indicates soldier has not adapted to USAREUR). Table 34 presents the ratings of the strength of the indicators of adaptation as perceived by the agency respondents. The indicators are given in rank order from the most positive to the most negative.

From among the 90 indicators, the item "is receptive to host nation culture, law, and language" was rated as the strongest indicator of successful adaptation ( $\bar{x} = 6.18$ ). The indicator "has unit pride, identification and sense of belonging: with a mean of 6.00 was ranked second. The items "acts out violently" and "has gone AWOL once or twice" each with a mean of 1.97 were perceived as the strongest indicators that a soldier has not adapted to USAREUR.

A mean and standard deviation of the mean rating for the 90 indicators was found;  $\bar{X}_x$  is 4.099 and  $SD\bar{x}$  is 1.311. Referring again to Table 34, 15 of the 90 indicators have a mean rating of more than one standard deviation above the mean of means. These indicators include receptive attitudes toward the host



Table 34

Agencies' Overall Ratings of Importance of Indicators:  
Rank Ordered

Rank	N	$\bar{x}$	Item
1	189	6.18	29. is receptive to host nation culture, law, language
2	188	6.00	7. has unit pride, identification; sense of belonging
3	187	5.95	85. integrates spouse and dependents in activities
4	190	5.85	11. takes leave in country/Europe
5	188	5.81	64. identifies with the Army--its personnel and mission
6	187	5.77	28. is voluntarily involved in what's going on (family, community)
7	187	5.68	84. works toward promotion
8	190	5.66	10. makes constructive use of leisure time
9	189	5.56	3. performs job duties well
10	188	5.55	14. has been recognized (awards, promotion, "pat on back")
11	188	5.52	5. has self-pride, high self-esteem; likes self
12	187	5.50	24. finds meaning in his/her job
13	185	5.48	56. has goals, both long and short term
14	187	5.47	83. accepts stress as part of job
15	187	5.46	65. makes his/her patriotic feelings known
16	187	5.39	69. handles stress effectively
17.5	184	5.38	39. has sense of humor about self and Army
17.5	185	5.38	55. has a sense of adventure/curiosity
19	187	5.37	79. uses community resources
20	187	5.35	25. knows his/her job and passes SQT
21	185	5.34	41. works within the system

Rank	N	$\bar{x}$	Item
22.5	187	5.33	60. utilizes the chain of command
22.5	187	5.33	86. respects authority
24.5	188	5.31	16. takes advantage of educational opportunities
24.5	187	5.31	70. uses initiative
26	187	5.29	18. has a sense of internal, personal control over own destiny
27.5	185	5.28	50. demonstrates leadership potential
27.5	186	5.28	80. is innovative and imaginative
29.5	188	5.25	30. accepts responsibility
29.5	187	5.25	82. gets along with co-workers
32	187	5.21	20. is self-confident
32	183	5.21	47. seeks help from positive support system
32	187	5.21	76. is self-motivated
34.5	185	5.14	53. will help others
34.5	188	5.14	63. is open to reenlistment
36	185	5.10	44. is self-disciplined
37	185	5.06	46. manages time well
38	185	5.05	59. uses problem solving techniques
39	185	5.01	26. keeps on and off duty activities separate
40	184	4.89	34. adequately handles sexual feelings/needs
41	186	4.80	43. manages money effectively
42	184	4.79	38. seeks appropriate medical treatment
43	188	4.67	72. doesn't bounce checks
44	187	4.64	32. is physically fit and healthy
45	187	4.38	58. has sense of religious identification

Rank	N	$\bar{x}$	Item
46	187	4.23	90. has higher intelligence
47	180	4.16	22. is generally older
48.5	188	3.53	8. lacks communication skills
48.5	184	3.53	49. is overweight
50	188	3.52	4. is dependent upon others
51.5	189	3.45	12. has no interest in sports or hobbies
51.5	185	3.45	45. has received a medical or hardship discharge
53	187	3.33	73. is immature
54	187	3.23	61. cannot accept criticism
55	187	3.21	27. has family problems
56.5	187	3.17	71. is a "litterbug"
56.5	187	3.17	77. is afraid to try because of previous failures
58	187	3.16	74. has a pessimistic outlook
59	187	3.12	81. is grouchy, unpleasant
60	187	3.11	78. is dissatisfied with his/her job
61	187	3.09	75. is a loner; outsider
62	187	3.04	67. acts impulsively without thinking
63.5	186	3.03	19. has received an Article 15
63.5	187	3.03	62. is easily frustrated; impatient
65	188	2.98	15. has legal problems, judicial and non-judicial
66	188	2.97	17. definitely does not want to reenlist
67	187	2.96	6. has received a letter of reprimand from commander
68.5	185	2.95	42. complains a lot
68.5	185	2.95	57. is fearful of new things
70	185	2.90	51. is undependable

Rank	N	$\bar{x}$	Item
71	185	2.84	48. feels picked on, victimized
72	185	2.70	37. succumbs to negative peer group pressure
73.5	188	2.67	1. is messy, unkempt, dirty
73.5	188	2.67	2. is frequently late for work, appointments, etc.
75	187	2.63	54. does not try to learn and use host nation language
76	187	2.61	9. does not complete tour
77	187	2.59	23. uses illness as a sham, abuses sick call
78	185	2.54	52. is inconsiderate, rude (language, noise, behavior)
79	188	2.47	13. is an excessive drinker
80.5	187	2.40	33. abuses his/her spouse and/or children
80.5	186	2.40	66. escapes reality
82	185	2.35	35. disregards rules and regulations
83	186	2.33	68. has received a summary court martial
84	188	2.29	21. is a "barracks rat"
85	186	2.29	31. has received more than one Article 15
86	187	2.18	88. will not accept racial, cultural and other differences in people
87	185	2.09	40. abuses drugs
88	186	2.03	87. becomes pregnant as a "way out"
89	185	1.97	36. acts out violently
90	188	1.97	89. has gone AWOL once or twice

nation culture and language, involvement in community activities, pride in one's unit and the ability to deal with job-related stress.

Nineteen of the indicators were rated more than one standard deviation below the mean of means. These indicators were perceived by the survey respondents as negatively related to successful adaptation and included the following: receiving some type of military disciplinary action; escape behaviors, such as, excessive drinking and drug abuse and aggression, such as spouse abuse. These items are presented in Table 34.

Comparisons were also made concerning the mean ratings of the indicators by agency types. As seen in Table 35, there is little variation in ratings of each indicator across agency type.

Subsequent sections of this report will discuss the indicators of successful adaptation to USAREUR in greater detail.

#### Correlations Between Life Role Demands and Indicators of Adaptation

Pearson correlation coefficients were calculated for agency ratings of importance of each life role demand with importance of each indicator of adaptation. From a pool of 11,430 correlations, 1,144 or approximately 10% were significant at a level of  $p < .05$ . Of these, 799 were significant at a level of  $p < .01$ , and there were 348 correlations significant at a level of  $p < .001$ .

Table 36 lists those indicators which correlated at a  $p < .05$  level with at least 20% (25) of all demands. Table 37 lists those demands which correlated at  $p < .05$  level with at least 20% of all indicators. The indicators and demands are rank-ordered according to number of significant correlations. The indicators listed in Table 36 are perceived as highly related (positively

Table 35

 $\bar{x}$  Ratings of Indicators:

## Overall and By Agency Type

	N = 190	N = 74	N = 25	N = 19	N = 22	N = 41	N = 48	
	Overall	Health	Legal	Leisure	Work	Educ	Consumer	
2.67	2.62	2.56	2.80	2.82	2.64	2.60	1. is messy, unkempt, dirty	7. Very strongly adapted
2.67	2.50	2.88	2.58	2.64	2.81	2.65	2. is frequently late for work, appointments, etc.	6. Strongly adapted
5.56	5.68	5.52	5.47	5.27	5.56	5.58	3. performs job duties well	5. Somewhat adapted
3.52	3.51	3.48	3.63	3.41	3.55	3.52	4. is dependent upon others	4. Neutral
5.52	5.53	5.60	5.47	5.59	5.57	5.46	5. has self-pride, high self-esteem; likes self	3. Somewhat nonadapted
2.96	2.89	3.16	3.00	3.09	2.85	3.00	6. has received a letter of reprimand from commander	2. Strongly nonadapted
6.00	6.04	6.04	5.79	5.96	6.07	6.00	7. has unit pride, identification; sense of belonging	1. Very strongly nonadapted
3.53	3.43	3.56	3.42	3.64	3.71	3.38	8. lacks communication skills	
2.61	2.55	2.68	2.26	2.86	2.50	2.77	9. does not complete tour	
5.66	5.74	5.68	5.65	5.68	5.49	5.75	10. makes constructive use of leisure time	
5.85	5.73	5.84	6.00	5.86	5.93	5.75	11. takes leave in country/Europe	
3.45	3.32	3.52	3.45	3.46	3.60	3.38	12. has no interest in sports or hobbies	
2.47	2.35	2.88	2.11	2.55	2.62	2.65	13. is an excessive drinker	
5.55	5.60	5.20	5.68	5.36	5.69	5.58	14. has been recognized (awards, promotion, "pat on back")	

N = 190	N = 74	N = 25	N = 19	N = 22	N = 41	N = 48
Overall	Health	Legal	Leisure	Work	Educ	Consumer
2.98	2.92	2.64	2.84	2.77	3.05	3.27
						15. has legal problems judicial and non-judicial
5.31	5.41	4.96	5.47	5.23	5.43	5.27
						16. takes advantage of educational opportunities
2.97	3.16	2.96	2.90	2.86	2.69	2.90
						17. definitely does not want to reenlist
5.29	5.18	4.96	5.37	5.36	5.73	5.00
						18. has a sense of internal, personal control over own destiny
3.03	2.93	3.32	3.22	3.27	2.73	3.04
						19. has received an Article 15
5.21	5.05	5.00	5.32	5.41	5.39	5.15
						20. is self-confident
2.29	2.45	2.44	2.05	2.05	2.09	2.46
						21. is a "barracks rat"
4.16	4.17	4.29	4.11	4.19	4.11	4.09
						22. is generally older
2.59	2.58	2.72	2.58	2.50	2.49	2.58
						23. uses illness as a sham, abuses sick call
5.50	5.40	5.60	5.37	5.82	5.68	5.23
						24. finds meaning in his/her job
5.35	5.28	5.36	5.26	5.41	5.56	5.17
						25. knows his/her job and passes SQT
5.01	4.93	4.92	5.22	5.14	5.23	4.98
						26. keeps on and off duty activities separate
3.21	3.18	3.28	3.00	3.27	3.20	3.31
						27. has family problems
5.77	5.68	5.88	5.79	6.14	5.93	5.58
						28. is voluntarily involved in what's going on (family, community)
6.18	6.08	6.20	6.42	6.55	6.30	5.79
						29. is receptive to host nation culture, law, language
5.25	5.26	5.12	5.10	5.32	5.44	5.15
						30. accepts responsibility
2.29	2.22	2.44	2.22	2.27	2.17	2.33
						31. has received more than one Article 15
4.64	4.74	4.36	4.37	4.64	4.63	4.81
						32. is physically fit and healthy





N = 190		N = 74	N = 25	N = 19	N = 22	N = 41	N = 48
Overall	Health	Legal	Leisure	Work	Educ	Consumer	
2.54	2.55	2.32	2.94	2.24	2.44	2.54	52. is inconsiderate, rude (language, noise, behavior)
5.14	5.11	5.04	4.94	5.14	5.24	5.33	53. will help others
2.63	2.66	3.00	2.61	2.76	2.21	2.88	54. does not try to learn and use host nation language
5.38	5.24	5.16	5.39	5.57	5.54	5.44	55. has a sense of adventure/curiosity
5.48	5.43	5.36	5.56	5.67	5.63	5.35	56. has goals, both long and short term
2.95	3.01	3.00	2.94	2.86	2.73	3.08	57. is fearful of new things
4.38	4.45	4.12	4.26	4.59	4.42	4.35	58. has sense of religious identification
5.05	5.19	4.96	4.90	5.00	5.17	4.92	59. uses problem solving techniques
5.33	5.39	5.24	5.21	5.55	5.46	5.38	60. utilizes the chain of command
3.23	3.20	3.40	2.84	3.50	3.15	3.33	61. cannot accept criticism
3.03	3.07	3.12	2.84	3.05	2.95	3.08	62. is easily frustrated; impatient
5.14	5.03	5.04	5.37	5.27	5.33	5.15	63. is open to reenlistment
5.81	5.76	5.96	5.79	5.91	6.05	5.71	64. identifies with Army--its personnel and mission
5.46	5.38	5.48	5.42	5.55	5.73	5.48	65. makes his/her patriotic feelings known
2.40	2.45	2.32	2.37	2.48	2.10	2.71	66. escapes reality
3.04	2.93	3.48	3.26	3.23	2.81	3.00	67. acts impulsively without thinking
2.33	2.23	2.88	2.06	2.68	2.02	2.46	68. has received a summary court martial
5.39	5.43	5.20	5.68	5.55	5.34	5.46	69. handles stress effectively
5.31	5.24	5.24	5.53	5.36	5.46	5.33	70. uses initiative

N = 190	N = 74	N = 25	N = 19	N = 22	N = 41	N = 48
Overall	Health	Legal	Leisure	Work	Educ	Consumer
3.17	3.31	2.84	3.53	2.73	3.00	3.23
						71. is a "litterbug"
4.67	4.57	4.84	4.74	4.86	4.71	4.65
						72. doesn't bounce checks
3.33	3.28	3.40	3.47	3.32	3.27	3.38
						73. is immature
3.16	3.14	3.12	2.95	3.36	3.10	3.29
						74. has a pessimistic outlook
3.09	3.15	2.96	3.16	2.91	2.98	3.21
						75. is a loner; outsider
5.21	5.18	4.96	5.16	5.41	5.37	5.33
						76. is self-motivated
3.17	3.12	3.04	3.05	3.14	3.15	3.27
						77. is afraid to try because of previous failures
3.11	3.11	3.00	3.00	3.32	3.02	3.06
						78. is dissatisfied with his/her job
5.37	5.34	5.12	5.37	5.41	5.51	5.48
						79. uses community resources
5.28	5.29	5.04	5.37	5.41	5.42	5.32
						80. is innovative and imaginative
3.12	3.14	3.32	2.95	3.18	2.95	3.08
						81. is grouchy, unpleasant
5.25	5.26	5.08	5.21	5.50	5.39	5.23
						82. gets along with co-workers
5.47	5.50	5.44	5.53	5.68	5.54	5.46
						83. accepts stress as part of job
5.68	5.68	5.48	5.79	5.68	5.85	5.75
						84. works toward promotion
5.95	5.93	6.00	5.95	6.14	6.05	5.94
						85. integrates spouse and dependents in activities
5.33	5.30	5.60	5.26	5.59	5.44	5.29
						86. respects authority
2.03	2.01	2.24	1.74	1.77	1.98	2.15
						87. becomes pregnant as a "way out"
2.18	2.15	2.00	2.37	1.73	2.05	2.35
						88. will not accept racial, cultural and other differences in people
1.97	1.85	1.96	1.74	2.14	1.83	2.25
						89. has gone AWOL once or twice
4.23	4.24	4.20	4.32	4.32	4.20	4.27
						90. has higher intelligence

Table 36

Indicators Correlating at  $p < .05$   
 With At Least 20% (N=25) of Demands

Indicator	Demands with which Indicator is correlated at $p < .05$	
	N	%
50. Demonstrates leadership potential	69	54.3
53. Will help others	64	50.4
79. Uses community resources	62	48.8
84. Works toward promotion	56	44.1
14. Has been recognized (awards, promotion, "pat on back")	47	37.0
39. Has sense of humor about self and Army	42	33.1
82. Gets along with co-workers	36	28.3
65. Makes his/her patriotic feelings known	35	27.6
26. Keeps on and off duty activities separate	33	26.0
47. Seeks help from positive support system	30	23.6
17. Definitely does not want to reenlist	29	22.8
68. Has received a summary court martial	27	21.3
60. Utilizes the chain of command	26	20.5

Total number of Indicators correlating at  $p < .05$   
 with at least 20% of Demands = 13 (14% of Indicators).

Table 37

Demands Correlating at  $p < .05$   
With At Least 20% (N=18) of Indicators

Demand	Indicators with which Demand is correlated at $p < .05$	
	N	%
51. Recognize uniforms/rank of NATO personnel	31	34.4
23. Use DPP effectively	29	32.2
58. Understand rules and regulations governing marriage/divorce to include cross-national relationships	25	27.8
108. Know what assistance is available through JAG legal services	25	27.8
99. Observe military barracks rules and regulations	24	26.7
121. Relate individual job to Army mission	23	25.6
67. Obey military and German police	22	24.4
110. Understand how to deal effectively with personal and family crises	22	24.4
32. Know when, how, and for what purposes to obtain power of attorney	21	23.3
69. Communicate effectively with superiors	21	23.3
73. Keep records for income tax filing	21	23.3
76. Know individual rights within the Army assignment system	21	23.3
111. Use customer complaints procedures correctly	21	23.3
55. Follow parking regulations	20	22.2
101. Observe anti-shoplifting laws	20	22.2

Demand	Indicators with which Demand is correlated at $p < .05$	
	N	%
28. Apply proper first aid to a person suffering from drug overdose	19	21.1
54. Use acceptable social skills with members of the opposite sex	19	21.1
56. Participate in and meet the requirements of the Headstart Host Nation Program	19	21.1
126. Understand the impact of current events on the soldier in Europe	19	21.1
103. Overcome negative attitudes of peers, supervisors, and self toward education	18	20.0

Total number of Demands correlating at  $p < .05$  with  
at least 20% of Indicators = 20 (16% of Demands).

or negatively) to those demands considered important to adaptation to USAREUR, and--in Table 37--demands listed are perceived to be highly related to positive or negative indicators of adaptation to USAREUR.

#### SURVEY OF SERVICE MEMBERS

Four hundred nine first term enlistees and 123 NCOs at eight locations throughout Germany were involved in the Survey of Service Members for the Life Coping Skills Project. The survey consisted of interviews and questionnaires on USAREUR agencies and on life role demands as they relate to first term enlistees in USAREUR. All participants were given the opportunity to express their views on both agencies and life role demands; half the participants were interviewed about agencies and filled out surveys about demands, and the other half were interviewed about demands and filled out surveys about agencies. The development of the agency and demand questionnaires and guides is detailed in the Methods section of this report.

#### Demographic Data

Demographic data were obtained for all participants. Table 38 lists the demographic characteristics of the first term enlistees surveyed, and Table 39 lists the demographic characteristics of the NCOs. The tables are broken out by participants who filled out the agency survey (agency questionnaire), the demand survey, and overall.

There are no significant differences in demographic characteristics between participants filling out agency surveys, and those filling out demand surveys. (It therefore follows that there were no significant demographic differences between service members participating in agency and demand

Table 38

Demographic Data for First-Term Enlistees  
Answering Agency and Demand Surveys

Demographic Variable	Agency Survey Percent	Demand Survey Percent	Combined Percent
GRADE			
(N <sub>A</sub> *=204, N <sub>D</sub> =199)			
E-1	8.3	4.0	6.2
E-2	23.0	26.6	24.8
E-3	25.5	29.1	27.3
E-4	43.1	40.2	41.7
	$\bar{x}=3.03$	$\bar{x}=3.06$	$\bar{x}=3.04$
TIME IN GERMANY			
(N <sub>A</sub> =197, N <sub>D</sub> =202)			
<6 months	21.8	21.8	21.8
6 months - 1 year	25.4	25.7	25.6
1 year - 18 months	17.8	23.8	20.8
18 months - 2 years	18.8	16.3	17.5
2 years - 2 1/2 years	11.2	7.9	9.5
2 1/2 years - 3 years	5.1	4.5	4.8
DEROS DATE			
(N <sub>A</sub> =198, N <sub>D</sub> =187)			
<6 months	15.7	13.9	14.8
6 months - 1 year	42.4	40.6	41.6
>1 year - 18 months	23.7	25.7	24.7
>18 months - 2 years	10.1	12.3	11.2
>2 years - 2 1/2 years	4.5	4.3	4.4
>2 1/2 years - 3 years	2.5	2.1	2.3
Over 3 years	1.0	1.1	1.0
	$\bar{x}=12.39$	$\bar{x}=12.78$	$\bar{x}=12.58$
MARITAL STATUS			
(N <sub>A</sub> =206, N <sub>D</sub> =203)			
Single	76.2	80.8	78.5
Married, no children	11.2	6.9	9.0
Married, with children	8.7	10.8	9.8
Divorced, no children	0.0	1.0	0.5
Divorced, with children	2.4	0.0	1.2
Single, with children	1.0	0.5	0.7
Widowed, with children	0.5	0.0	0.2

\*N<sub>A</sub>=number of soldiers answering question on Agency survey

N<sub>D</sub>=number of soldiers answering question on Demand survey

Demographic Variable	Agency Survey Percent	Demand Survey Percent	Combined Percent
IF DEPENDENTS: (N <sub>A</sub> =53, N <sub>D</sub> =46)			
Accompanied	47.2	39.1	43.4
Unaccompanied	52.8	60.9	56.6
TAKING CLASSES (N <sub>A</sub> =205, N <sub>D</sub> =200)			
No	74.6	74.5	74.6
BSEP	3.4	6.0	4.7
ESL	0.5	0.0	0.2
HSCP	2.4	5.0	3.7
GED	1.0	0.5	0.7
College undergraduate	9.3	5.0	7.2
College postgraduate	2.4	2.5	2.5
German language	3.4	1.0	2.2
Other	2.9	5.5	4.2
RACE (N <sub>A</sub> =202, N <sub>D</sub> =202)			
White	50.0	48.0	49.0
Hispanic	7.4	11.4	9.4
Black	37.1	32.2	34.6
Asian	0.5	1.5	1.0
Native American	2.5	3.5	3.0
Other	2.5	3.5	3.0
REENLISTMENT INTENTIONS (N <sub>A</sub> =204, N <sub>D</sub> =202)			
1. Definitely yes	4.4	7.4	5.9
2. Probably yes	13.7	18.3	16.0
3. Don't know	28.9	28.2	28.6
4. Probably no	16.2	16.8	16.5
5. Definitely no	36.8	29.2	33.0
	$\bar{x}=3.67$	$\bar{x}=3.42$	$\bar{x}=3.55$
AGE (N <sub>A</sub> =199, N <sub>D</sub> =198)			
18 or below	7.0	10.1	8.6
19	17.1	18.2	17.6
20	21.1	21.2	21.2
21	21.6	14.1	17.9
22	10.6	9.1	9.8
23	8.5	8.6	8.6
24	4.0	6.6	5.3
25	2.5	3.5	3.0
26 or above	7.5	8.6	8.1
	$\bar{x}=21.18$	$\bar{x}=21.31$	$\bar{x}=21.24$



Demographic Variable	Agency Survey Percent	Demand Survey Percent	Combined Percent
SEX (N <sub>A</sub> =201, N <sub>D</sub> =202)			
Male	93.5	91.6	92.6
Female	6.5	8.4	7.4
FEELINGS REGARDING DUTY (N <sub>A</sub> =204, N <sub>D</sub> =202)			
1. Very positive	11.8	11.4	11.6
2. Positive	21.1	22.3	21.7
3. Neutral	38.2	42.6	40.4
4. Negative	18.1	14.8	16.5
5. Very negative	10.8	8.9	9.8
	$\bar{x}=2.95$	$\bar{x}=2.88$	$\bar{x}=2.91$
FEELINGS REGARDING GERMANY (N <sub>A</sub> =202, N <sub>D</sub> =201)			
1. Very positive	13.4	10.9	12.2
2. Positive	25.2	23.4	24.3
3. Neutral	35.1	41.3	38.2
4. Negative	14.4	13.4	13.9
5. Very negative	11.9	10.9	11.4
	$\bar{x}=2.86$	$\bar{x}=2.90$	$\bar{x}=2.88$
HIGHEST GRADE COMPLETED BEFORE ENTERING ARMY (N <sub>A</sub> =201, N <sub>D</sub> =201)			
8th grade	0.5	1.5	1.0
9th grade	5.0	1.5	3.2
10th grade	7.5	8.5	8.0
11th grade	11.9	15.9	13.9
High school graduate or G.E.D.	53.2	55.2	54.0
Some college	20.9	15.9	20.9
College degree	1.0	1.5	1.2
MOS (N <sub>A</sub> =170, N <sub>D</sub> =197)			
Combat Arms			
Infantry	7.1	20.8	14.4
Artillery/Indir. Fire	15.3	13.7	14.4
Armor	6.5	5.1	5.7
Reconnaissance	1.8	1.8	1.8
Munitions	1.8	0.0	0.8
Communications	20.6	15.2	17.7

Demographic Variable	Agency Survey Percent	Demand Survey Percent	Combined Percent
MOS (Continued)			
Construction/Repair			
Construction	4.1	5.1	4.6
Metalwork/Machinist	0.6	1.0	0.8
Mechanic	6.5	6.1	6.3
Equipment repair	1.2	1.0	1.1
Hvy equipment operator	6.5	6.1	6.3
Admin/Finance/Law Enfor			
Admin/Clerk	6.5	5.1	5.7
Finance	1.2	0.0	0.5
MP	6.5	4.6	5.4
Medical	7.6	8.6	8.2
Supply	4.7	4.1	4.4
Food Services	1.8	1.5	1.6

Table 39  
Demographic Data For NCOs  
Answering Agency and Demand Surveys

Demographic Variable	Agency Survey Percent	Demand Survey Percent	Combined Percent
GRADE (N <sub>A</sub> =51, N <sub>D</sub> =70)			
E-5	60.8	44.3	51.2
E-6	25.5	40.0	33.9
E-7	9.8	12.9	11.6
E-8 or above	3.9	2.8	3.3
	$\bar{x}=5.57$	$\bar{x}=5.74$	$\bar{x}=5.67$
TIME IN ARMY (N <sub>A</sub> =51, N <sub>D</sub> =70)			
3 - 5 years	25.5	18.6	21.5
6 - 8 years	35.3	28.6	31.4
9 - 11 years	19.6	22.8	21.5
12 - 14 years	9.8	11.4	10.7
15 or more years	9.8	18.6	14.9
SEX (N <sub>A</sub> =53, N <sub>D</sub> =70)			
Male	98.1	97.1	97.6
Female	1.9	2.9	2.4
TIME IN GERMANY (N <sub>A</sub> =53, N <sub>D</sub> =70)			
<6 months	5.7	8.6	7.3
6 months - 1 year	17.0	21.4	19.5
>1 year - 18 months	22.6	17.1	19.5
>18 months - 2 years	26.4	18.6	22.0
>2 years - 2 1/2 years	9.4	12.9	11.4
>2 1/2 years - 3 years	13.2	14.3	13.8
>3 years	5.7	7.1	6.5
NUMBER OF PREVIOUS TOURS (N <sub>A</sub> =53, N <sub>D</sub> =70)			
0	50.9	44.3	47.2
1	34.0	41.4	38.2
2	15.1	11.4	13.0
3	0.0	2.9	1.6
4 or more	0.0	0.0	0.0

Demographic Variable	Agency Survey Percent	Demand Survey Percent	Combined Percent
MONTHS TO DEROS (N <sub>A</sub> =42, N <sub>D</sub> =67)			
< 6 months	26.2	20.9	22.9
6 months - 1 year	26.2	17.9	21.1
> 1 year - 18 months	23.8	25.4	24.8
> 18 months - 2 years	11.9	20.9	17.4
> 2 years - 2 1/2 years	7.1	9.0	8.3
> 2 1/2 years - 3 years	2.4	6.0	4.6
> 3 years	2.4	0.0	0.9
	$\bar{x}=13.7$	$\bar{x}=15.1$	$\bar{x}=14.6$
RACE (N <sub>A</sub> =52, N <sub>D</sub> =69)			
White	46.2	46.4	46.3
Hispanic	5.8	4.3	5.0
Black	30.8	39.1	35.5
Asian	3.8	4.3	4.1
Native American	3.8	1.4	2.5
Other	9.6	4.3	6.6
DUTY POSITION TITLE (N <sub>A</sub> =51, N <sub>D</sub> =68)			
First Sergeant	3.9	4.4	4.2
Platoon Sergeant	15.7	7.4	10.9
Squad Leader	17.6	25.0	21.8
Team/Section Chief	31.4	29.4	30.3
Training NCO	7.8	7.4	7.6
Other	23.5	26.5	25.2
FEELINGS ABOUT PRESENT DUTY (N <sub>A</sub> =53, N <sub>D</sub> =69)			
1. Very positive	20.8	17.4	18.8
2. Positive	37.7	34.8	36.1
3. Neutral	18.9	29.0	24.6
4. Negative	15.1	10.1	12.3
5. Very negative	7.5	8.7	8.2
	$\bar{x}=2.51$	$\bar{x}=2.58$	$\bar{x}=2.55$
FEELINGS ABOUT EUROPE (N <sub>A</sub> =51, N <sub>D</sub> =68)			
1. Very positive	9.8	29.4	21.0
2. Positive	33.3	26.5	29.4
3. Neutral	33.3	25.0	28.6
4. Negative	9.8	10.3	10.1
5. Very negative	13.7	8.8	10.9
	$\bar{x}=2.84$	$\bar{x}=2.43$	$\bar{x}=2.61$

interviews.) The tables also indicate that a wide cross-section of first term enlistees and NCOs is represented in the Survey of Service Members.

#### Agency Surveys

Forty-two USAREUR agencies were represented on the Service Member Agency Surveys. Each participant who filled out an agency survey was asked to rate one-third of these, or 14 agencies. Therefore, the N of respondents for each agency ranges between 17 and 18 for NCOs and between 67 and 71 for first term enlistees.

NCO agency questionnaires. NCOs were asked four questions about each agency:

1. How many first term enlistees in your company make use of the agency's services?
2. How satisfactory are the services of the agency?
3. What are the most common reasons why some first term enlistees do not use the services of the agency?
4. If a soldier needs the services offered by the agency, do you inform/ refer him/her?

Table 40 presents the mean frequency and satisfaction ratings for each agency as rated by NCOs. Table 41 lists the reasons first term enlistees are perceived as not using the services of each agency, and Table 42 lists the courses of action NCOs would take concerning each agency. It can be seen from Table 41 that the most frequent reasons NCOs cite for first term enlistee non-use of agencies are that they do not need the services and they do not know about the services. Reasons 3, 4, and 5--they do not know how to apply

Table 40

Mean Frequency of First Term Enlistees' Use  
and Satisfaction Ratings for Each Agency:

## NCOs

<u>Agency</u>	<u><math>\bar{x}</math> Frequency Rating</u> (1=Very Few or None, 5=All or Nearly All)	<u><math>\bar{x}</math> Satisfaction Rating</u> (1=Not at All Satisfactory 5=Extremely Satisfactory)
001 AFN	3.94	2.89
002 AFRC	2.18	3.22
003 AAFES	3.94	3.12
004 ACS	2.44	3.39
005 AER	1.94	2.94
006 Banking Facility	2.88	2.56
007 BSEP	2.50	3.28
008 Chaplain	2.00	3.24
009 Child Care Center	1.59	2.79
010 CPO	1.44	2.25
011 College Programs	1.83	2.83
012 Commissary	3.29	3.18
013 CDAAC	1.89	2.06
014 Credit Union	1.94	2.67
015 Dental Clinic	4.12	3.65
016 Dependents Schools	1.72	3.38
017 Driver Orientation and Testing	3.83	3.44
018 Education Center	2.50	3.41
019 Enlisted Members (EM) Club	3.83	2.89

<u>Agency</u>	<u>x Frequency Rating</u> (1=Very Few or None, 5=All or Nearly All)	<u>x Satisfaction Rating</u> (1=Not at All Satisfactory 5=Extremely Satisfactory)
020 Equal Opportunity Office	2.22	2.72
021 Finance Office	3.77	3.06
022 German Language Program	2.29	2.18
023 Gymnasium	3.67	3.33
024 High School Comple- tion Program	2.35	3.77
025 Hospital	3.11	2.67
026 Housing Referral Office	2.78	2.11
027 Kontakt (German- American Club)	1.24	2.92
028 LRC	2.39	3.39
029 Legal Assistance Office/JAG	2.41	3.33
030 Library	2.35	3.24
031 Mental Hygiene Clinic	1.50	2.57
032 MARS	1.50	2.78
033 Military Police/ Provost Marshal	1.88	2.88
034 APO	4.94	3.44
035 Recreation Center/ Services	2.78	3.28
036 Red Cross	2.77	3.47
037 Reenlistment/ Career Counselor	3.33	3.22
038 Stars and Stripes Bookstore	4.11	3.78

<u>Agency</u>	<u><math>\bar{x}</math> Frequency Rating</u> (1=Very Few or None, 5=All or Nearly All)	<u><math>\bar{x}</math> Satisfaction Rating</u> (1=Not at All Satisfactory 5=Extremely Satisfactory)
039 Thrift Shop	1.94	3.06
040 Travel and Tours Office	2.29	3.38
041 USO	2.06	3.19
042 Vehicle Registration	2.35	3.67



Table 41

## Reasons Cited by NCOs for First Term Enlistees' Non-Use of Agencies

## Reasons for Non-Use:

- |  |   |
|--|---|
| 1. They do not need the services.                                    | 6. They don't want the Army to find out about their problem(s). |
| 2. They do not know about the services.                              | 7. They get all the help they need from other sources.          |
| 3. They do not know how to apply for the services.                   | 8. It is not available to them at this location.                |
| 4. They have heard some negative remarks about the services.         | 9. Other reasons*   |
| 5. They have tried to use the services, but have not been satisfied. |   |

## Percent of Respondents\*\* Citing Each Reason for Non-Use

Agency	Reason								
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
001 AFN	33	28	22	22	28	6	6	0	6
002 AFRC	17	28	28	33	22	33	0	0	11
003 AAFES	24	24	24	71	47	29	12	6	0
004 ACS	67	56	39	28	17	22	22	0	0
005 AER	44	28	28	39	33	11	6	0	6
006 Banking Facility	41	35	35	88	65	6	6	6	0
007 BSEP	44	44	28	11	17	28	6	0	17
008 Chaplain	39	6	17	11	22	28	22	0	0
009 Child Care Center	65	24	12	6	29	0	35	6	12
010 CPO	56	56	44	11	11	11	6	0	0
011 College Programs	11	33	28	0	33	6	0	0	33
012 Commissary	82	0	0	12	18	0	35	6	6
013 CDAAC	39	0	28	56	22	83	0	0	0

\*Other reasons given are detailed in the Agency Summary Forms, Appendix J.

\*\*Percents may add up to more than 100, as NCOs were asked to indicate as many as three reasons for non-use.

	<u>Agency</u>	<u>Reason</u>								
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
014	Credit Union	39	22	22	22	28	6	22	28	6
015	Dental Clinic	53	6	12	47	24	6	0	0	18
016	Dependents Schools	72	17	11	0	11	0	0	0	6
017	Driver Orientation and Testing	33	6	6	6	11	0	11	0	17
018	Education Center	35	41	29	12	29	0	6	6	47
019	Enlisted Members (EM) Club	33	56	6	0	22	6	22	0	11
020	Equal Opportunity Office	28	17	39	33	22	17	0	0	6
021	Finance Office	53	24	18	47	41	0	6	0	6
022	German Language Program	22	44	33	6	6	0	6	0	33
023	Gymnasium	22	0	0	11	33	0	11	0	39
024	High School Comple- tion Program	59	12	18	12	6	6	0	0	41
025	Hospital	72	11	6	22	33	0	0	6	11
026	Housing Referral Office	44	6	6	56	50	6	0	0	11
027	Kontakt (German- American Club)	24	71	47	24	12	0	6	0	12
028	LRC	28	56	28	11	6	6	11	0	11
029	Legal Assistance Office/JAG	56	33	39	6	11	22	6	0	0
030	Library	59	6	6	6	29	18	6	6	24
031	Mental Hygiene Clinic	50	39	22	6	0	22	11	0	0
032	MARS	28	44	33	6	11	0	17	11	11
033	Military Police/ Provost Marshal	65	53	6	24	0	12	0	0	12

	<u>Agency</u>	<u>Reason</u>								
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
034	APO	56	61	6	11	11	0	6	0	6
035	Recreation Center/ Services	39	22	11	22	22	0	28	0	0
036	Red Cross	65	41	53	12	18	0	24	0	6
037	Reenlistment/ Career Counselor	56	17	6	44	17	22	11	0	11
038	Stars and Stripes Bookstore	56	6	11	0	6	0	17	0	17
039	Thrift Shop	71	59	24	12	12	0	12	0	12
040	Travel and Tours Office	33	39	39	17	6	0	6	0	22
041	USO	50	39	28	11	6	0	0	33	6
042	Vehicle Registration	88	29	18	6	18	0	0	0	12
<u>X</u> Percent Citing Reason-for all agencies		46.5	29.5	21.8	21.0	20.6	9.8	9.5	2.7	12.0

Table 42

Helping Behavior Cited by NCOs:  
 "Do You Inform/Refer First Term Enlistees to This Agency?"

1. No, this is not my responsibility.
2. No, I would send the soldier to the first sergeant or the company commander.
3. No, I don't think this agency would help.
4. No, it would take the soldier away from duty too much.
5. No, I would refer the soldier to another agency. \*
6. No, the agency isn't located near our duty location.
7. No, for another reason. \*
8. Yes, I would tell the soldier about the agency.
9. Yes, I would send the soldier to the agency.
10. Yes, I would take the soldier to the agency.
11. Yes, I would inform the agency of the soldier's need for their services.

## Percent of NCOs Listing Each Response

Agency	Response										
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
001 AFN	0	11	0	6	0	11	6	78	28	17	28
002 AFRC	0	11	6	0	0	0	0	67	44	39	17
003 AAFES	6	0	0	0	6	0	0	88	65	47	35
004 ACS	0	0	0	0	0	0	6	89	61	72	50
005 AER	0	6	6	0	0	0	0	72	61	44	44
006 Banking Facility	0	0	6	0	12	6	0	94	59	41	12
007 BSEP	0	0	0	0	0	0	6	83	78	44	50
008 Chaplain	0	0	0	0	0	6	17	78	61	33	39
009 Child Care Center	0	6	0	0	0	0	0	94	65	41	12
010 CPO	0	6	6	6	0	0	6	78	56	39	33
011 College Programs	6	0	0	0	0	0	6	78	67	22	11
012 Commissary	0	0	0	6	0	0	0	94	71	52	6
013 CDAAC	0	11	0	0	0	0	6	89	50	50	39

\*Other agencies and reasons listed are detailed in the Agency  
 Summary Forms, Appendix J.

	<u>Agency</u>	<u>Response</u>										
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
014	Credit Union	0	6	0	0	6	17	0	78	56	33	11
015	Dental Clinic	0	0	0	0	0	0	0	100	94	47	18
016	Dependents Schools	6	6	0	0	6	0	6	72	50	39	50
017	Driver Orientation and Testing	0	0	0	0	0	0	0	78	56	44	17
018	Education Center	0	0	0	0	0	0	0	100	76	59	29
019	Enlisted Members (EM) Club	0	0	11	0	11	0	6	67	33	28	17
020	Equal Opportunity Office	0	6	0	0	0	0	0	72	50	33	39
021	Finance Office	0	12	0	6	6	0	6	88	71	59	24
022	German Language Program	0	11	0	6	6	0	6	61	44	33	33
023	Gymnasium	0	0	0	0	0	0	6	78	39	44	11
024	High School Comple- tion Program	0	6	0	0	0	0	0	100	71	52	24
025	Hospital	0	0	0	0	6	0	6	67	44	44	33
026	Housing Referral Office	0	0	6	0	0	0	0	83	56	39	28
027	Kontakt (German- American Club)	6	0	0	0	0	0	0	94	59	41	12
028	LRC	0	0	0	0	6	0	6	78	39	44	44
029	Legal Assistance Office/JAG	0	0	0	0	0	0	0	89	67	39	39
030	Library	0	0	0	0	0	0	0	100	82	47	12
031	Mental Hygiene Clinic	0	0	0	0	6	0	6	56	22	56	44
032	MARS	0	0	0	0	0	0	0	94	50	28	22
033	Military Police/ Provost Marshal	0	0	0	0	0	0	0	94	65	52	6

	<u>Agency</u>	<u>Response</u>										
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
034	APO	0	0	0	0	6	0	6	89	44	33	22
035	Recreation Center/ Services	0	0	0	0	0	0	0	89	44	28	17
036	Red Cross	0	0	0	0	6	0	0	94	76	65	29
037	Reenlistment/ Career Counselor	0	0	0	0	6	0	6	83	67	56	56
038	Stars and Stripes Bookstore	0	0	0	0	0	0	0	94	44	22	11
039	Thrift Shop	0	0	6	0	6	0	6	88	76	35	12
040	Travel and Tours Office	0	0	0	0	0	0	6	83	67	44	28
041	USO	0	0	6	0	0	6	0	83	39	33	17
042	Vehicle Registration	0	0	0	0	0	0	0	100	59	59	12
	$\bar{X}$ citing response- for all agencies	0.6	2.3	1.3	0.7	2.3	1.1	3.0	84.1	57.3	42.3	26.0

for the services, they have heard negative remarks about it and they have tried but were not satisfied with the services--were also frequently cited.

Table 42, courses of action NCOs would take, shows that overwhelmingly, NCOs believe they should take some action to get the soldier in contact with the agency. Most often cited was the choice, "Yes, I would tell the soldier about the agency." Least frequently cited of the "Yes" responses was for the NCO to contact the agency and inform them of the soldier's need for their services.

First term enlistee agency questionnaires. First term enlistees answered four questions about each agency:

1. How many times since you have been in Germany have you used the services of the agency?
2. How satisfactory were the services received from the agency?
3. If you rarely or never use the services of the agency, what are your reasons?
4. In what way(s) did you learn about the services offered by the agency?

Table 43 presents the mean frequency and satisfaction ratings for each agency as rated by first term enlistees. Table 44 lists the reasons first term enlistees cite for not using the services of each agency, and Table 45 lists the ways first term enlistees learned about each agency. In Table 44, the most frequent reason first term enlistees indicate for not using an agency is that they do not need the services of the agency. A large proportion of first term enlistees indicated they did not know about the services of the agency. Least frequently cited reason for non-use was that the services of the agency were not available at the respondent's location.

Table 43

Mean Frequency and Satisfaction Ratings for Each Agency:

## First Term Enlistees

<u>Agency</u>	<u><math>\bar{x}</math> Frequency Rating (1=Never, 8=on a regular basis)</u>	<u><math>\bar{x}</math> Satisfaction Rating (1=Not at All Satisfactory, 5=Extremely Satisfactory)</u>
001 AFN	4.97	2.60
002 AFRC	1.89	3.00
003 AAFES	5.84	3.02
004 ACS	3.19	2.52
005 AER	1.19	3.60
006 Banking Facility	4.88	2.96
007 BSEP	1.62	3.25
008 Chaplain	1.46	2.90
009 Child Care Center	1.03	1.50
010 CPO	1.24	3.00
011 College Programs	1.57	2.68
012 Commissary	4.94	3.10
013 CDAAC	1.55	2.50
014 Credit Union	1.23	2.10
015 Dental Clinic	2.35	3.07
016 Dependents Schools	1.11	2.00
017 Driver Orientation and Testing	1.99	2.91
018 Education Center	2.94	3.30
019 Enlisted Members (EM) Club	4.74	2.65



<u>Agency</u>		<u><math>\bar{x}</math> Frequency Rating</u> (1=Never, 8=on a regular basis)	<u><math>\bar{x}</math> Satisfaction Rating</u> (1=Not at All Satisfactory, 5=Extremely Satisfactory)
020	Equal Opportunity Office	1.79	2.14
021	Finance Office	2.46	2.96
022	German Language Program	1.60	2.59
023	Gymnasium	5.27	3.00
024	High School Comple- tion Program	1.30	3.47
025	Hospital	2.45	2.74
026	Housing Referral Office	1.70	2.44
027	Kontakt (German- American Club)	1.90	2.94
028	LRC	1.97	3.19
029	Legal Assistance Office/JAG	1.45	2.52
030	Library	3.09	3.61
031	Mental Hygiene Clinic	1.31	2.64
032	MARS	1.79	2.86
033	Military Police/ Provost Marshal	1.52	2.52
034	APO	4.94	3.20
035	Recreation Center/ Services	3.97	3.29
036	Red Cross	1.31	3.60
037	Reenlistment/ Career Counselor	1.73	2.59
038	Stars and Stripes Bookstore	5.03	3.81

<u>Agency</u>	<u><math>\bar{x}</math> Frequency Rating (1=Never, 8=on a regular basis)</u>	<u><math>\bar{x}</math> Satisfaction Rating (1=Not at All Satisfactory, 5=Extremely Satisfactory)</u>
039 Thrift Shop	1.85	3.39
040 Travel and Tours Office	1.90	3.93
041 USO	1.54	3.39
042 Vehicle Registration	1.28	3.33

Table 44

## Reasons Cited by First Term Enlistees for Non-Use of Agencies

## Reasons for Non-Use:

- |  |   |
|--|---|
| 1. I do not need their services.                         | 6. I don't want the Army to find out about my problems.                 |
| 2. I do not know about their services.                   | 7. I get all the help I need from family, friends, and/or other people. |
| 3. I do not know how to apply for their services.        | 8. Their services are not available here.                               |
| 4. I have heard some bad things about their services.    | 9. Other reasons*   |
| 5. I tried to use their services, but was not satisfied. |   |

## Percent of Respondents\*\* Citing Each Reason for Non-Use

Agency	Reason								
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
001 AFN	20	21	8	3	7	3	8	1	1
002 AFRC	36	37	13	0	7	3	6	3	4
003 AAFES	9	7	0	6	9	4	4	1	6
004 ACS	13	6	7	0	7	0	8	7	18
005 AER	69	12	4	3	0	3	3	0	6
006 Banking Facility	13	3	1	7	10	0	7	0	9
007 BSEP	38	8	3	1	4	1	6	1	14
008 Chaplain	39	12	0	4	6	3	7	0	10
009 Child Care Center	90	19	3	1	0	0	1	1	0
010 CPO	42	41	6	0	3	0	4	3	1
011 College Programs	21	12	4	1	7	3	1	1	31
012 Commissary	24	3	1	1	7	0	3	3	4
013 CDAAC	76	10	3	0	7	4	1	0	0

\*Other reasons given are detailed in the Agency Summary Forms, Appendix

\*\*Percents may add up to more than 100 as first term enlistees were asked to indicate all reasons that applied to them.

	<u>Agency</u>	<u>Reason</u>								
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
014	Credit Union	52	16	10	7	7	1	1	3	7
015	Dental Clinic	31	4	4	4	19	0	0	0	6
016	Dependents Schools	70	23	3	0	0	1	1	1	0
017	Driver Orientation and Testing	33	12	7	4	4	1	1	0	7
018	Education Center	12	6	6	0	12	0	1	3	22
019	Enlisted Members (EM) Club	20	8	1	1	23	1	6	0	4
020	Equal Opportunity Office	48	21	4	1	13	1	0	0	1
021	Finance Office	51	26	21	22	19	22	3	0	1
022	German Language Program	25	23	13	0	17	0	4	3	8
023	Gymnasium	15	4	3	3	15	1	0	0	15
024	High School Comple- tion Program	69	4	0	0	0	0	0	0	7
025	Hospital	34	8	0	4	20	1	6	1	1
026	Housing Referral Office	69	18	18	1	7	1	1	1	3
027	Kontakt (German- American Club)	31	32	7	1	4	0	4	3	9
028	LRC	27	31	4	1	6	1	1	1	7
029	Legal Assistance Office/JAG	64	7	6	3	7	4	1	0	4
030	Library	21	7	3	1	7	1	0	1	12
031	Mental Hygiene Clinic	61	25	1	1	3	1	0	1	11
032	MARS	33	24	10	1	9	1	0	1	1
033	Military Police/ Provost Marshal	71	4	1	3	4	0	0	1	1

	<u>Agency</u>	<u>Reason</u>								
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
034	APO	6	4	1	1	11	1	6	1	3
035	Recreation Center/ Services	21	9	4	1	9	1	1	4	7
036	Red Cross	63	12	4	1	3	1	4	0	1
037	Reenlistment/ Career Counselor	55	10	7	0	8	1	6	0	1
038	Stars and Stripes Bookstore	13	1	0	3	4	0	4	0	1
039	Thrift Shop	41	28	0	0	0	0	3	1	3
040	Travel and Tours Office	21	14	4	1	1	1	6	1	20
041	USO	34	25	6	1	1	1	0	9	6
042	Vehicle Registration	63	15	4	0	1	3	0	0	0
 <u>X</u> Percent Citing Reason - For All Agencies		38.2	14.6	4.9	2.2	7.3	1.7	2.8	1.4	6.5

Table 45

## Ways First Term Enlistees Learn About Agencies

## Ways of Learning:

- |  |                                     |
|--|-------------------------------------|
| 1. None--I do not know about their services. | 7. AFN-radio                        |
| 2. Their handouts/newsletters                | 8. My commanders (officers)         |
| 3. In-processing                             | 9. My NCO's                         |
| 4. Community newspapers or newsletter        | 10. Other soldiers                  |
| 5. Bulletin boards                           | 11. Other agencies                  |
| 6. AFN-TV                                    | 12. Stars and Stripes               |
|  | 13. Other Army newspapers/magazines |

## Percent of First Term Enlistees Listing Each Response

Agency	Way												
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>
001 AFN	25	7	8	8	10	41	37	4	10	27	1	6	1
002 AFRC	49	7	19	7	9	9	13	4	12	19	3	1	3
003 AAFES	9	16	28	18	24	28	24	7	18	62	6	18	9
004 ACS	21	11	24	14	21	24	13	7	13	37	4	10	4
005 AER	21	13	15	10	21	31	12	15	25	21	9	15	9
006 Banking Facility	12	9	37	6	6	13	7	6	18	47	0	7	7
007 BSEP	15	13	38	4	11	10	7	7	21	30	1	1	3
008 Chaplain	22	6	27	4	15	7	4	10	18	27	3	3	1
009 Child Care Center	56	4	6	3	1	3	3	0	4	9	0	1	1
010 CPO	54	4	10	4	7	4	4	1	10	21	1	3	3
011 College Programs	18	21	43	13	28	28	18	13	25	25	4	12	7
012 Commissary	6	7	32	13	10	15	16	4	12	60	3	15	1
013 CDAAC	14	13	27	11	24	25	23	28	35	52	3	10	4
014 Credit Union	40	7	10	6	10	4	7	1	13	30	1	4	3
015 Dental Clinic	6	1	47	1	1	1	1	1	15	37	3	0	1

	Agency	Way												
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>
016	Dependents Schools	56	4	15	4	7	10	11	3	7	13	1	4	4
017	Driver Orientation and Testing	18	3	34	3	4	3	1	13	36	24	0	0	0
018	Education Center	3	21	56	10	24	15	13	15	24	40	9	9	4
019	Enlisted Members (EM) Club	10	4	24	11	20	11	13	7	21	70	3	6	3
020	Equal Opportunity Office	31	6	28	1	13	13	7	10	22	16	0	4	4
021	Finance Office	1	1	12	0	47	3	4	6	3	7	28	24	4
022	German Language Program	28	6	34	7	8	11	8	18	25	18	3	1	1
023	Gymnasium	7	3	28	10	16	6	4	9	24	66	3	3	1
024	High School Completion Program	29	3	34	4	4	6	7	10	18	21	6	3	1
025	Hospital	14	7	34	8	11	14	17	18	35	28	11	11	7
026	Housing Referral Office	28	6	40	1	7	6	4	4	21	24	100	1	1
027	Kontakt (German-American Club)	46	4	13	7	6	10	9	1	0	22	3	3	0
028	LRC	41	4	20	6	7	8	6	18	28	24	6	1	3
029	Legal Assistance Office/JAG	22	0	30	33	9	13	4	19	30	25	6	1	3
030	Library	12	4	29	4	9	10	7	3	15	41	6	4	1
031	Mental Hygiene Clinic	48	4	21	1	3	3	6	10	17	21	0	0	1
032	MARS	30	0	21	3	9	9	15	6	18	30	3	4	3

	Agency	Way												
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>
033	Military Police/ Provost Marshal	24	3	25	10	9	12	10	12	25	24	7	7	7
034	APO	6	8	48	15	18	17	15	21	35	54	7	14	11
035	Recreation Center/ Services	9	13	36	15	24	21	15	9	22	60	9	13	6
036	Red Cross	15	22	43	16	24	31	32	21	41	40	21	18	18
037	Reenlistment/ Career Counselor	24	14	32	11	14	14	14	37	34	31	6	8	11
038	Stars and Stripes Bookstore	9	7	18	13	19	27	22	7	19	51	6	25	3
039	Thrift Shop	40	4	10	7	4	0	1	0	7	28	1	1	0
040	Travel and Tours Office	13	34	31	17	35	31	34	20	28	49	13	23	18
041	USO	46	12	16	12	18	19	15	10	13	19	7	16	9
042	Vehicle Registration	37	3	16	1	1	0	0	4	18	22	1	0	1
$\bar{X}$ Percent Citing Response - All Agencies		24.2	8.1	26.6	8.4	13.5	13.5	11.5	10.0	19.9	32.7	7.3	7.4	4.3



Table 45, ways first term enlistees said they learn about agencies, shows that most first term enlistees indicated they learn of agencies from other soldiers, in-processing, and NCOs. However, there was a substantial proportion of first term enlistees who indicated they had never learned about the services of some agencies.

#### Summaries of Findings: Agency by Agency

Information collected and analyzed relating to the 42 agencies rated by first term enlistees and NCOs has been compiled in a series of summaries, which appear in Appendix J. For those agencies whose representatives answered the mailed questionnaire, agency information has been included in the summaries.

For those agencies about which information was supplied by agency representatives, first term enlistees, and NCOs, each agency summary first lists user characteristics. This information is presented as percent of users who fall into distinct categories, such as first term enlistees or officers, and voluntary or mandated use of services. Following this information, perceptions of frequency of use of the agency are summarized. For first term enlistees' reports, statistics for the percent of first term enlistees stating they have used the services at least once are reported, as well as ratings of how often they use the agency's services.

Types of services provided by each agency are then summarized, according to agency representatives' perceptions, and agency, first term, and NCO opinions of the agency's services are reported. These summaries are followed by reasons for non-use of the agencies, advertising/learning methods concerning available agency services, and the role NCOs report they take vis a vis getting soldiers in contact with the agencies.

The final page of each form summarizes life role demands addressed by the agency or which NCOs and first term enlistees would expect the agency to address.

The same type of information about agencies for which agency representative data was not available is reported on slightly shorter, but parallel, summary forms for relevant agencies in Appendix J.

### Life Role Demand Surveys

One hundred twenty-seven Life Role Demands were represented on the Service Member Demand Surveys. Each participant who filled out a demand survey was asked to rate one-sixth of these, or about 21 demands. Therefore, the number of respondents for each demand ranges between 11 and 13 for NCOs, and between 33 and 35 for first term enlistees.

Frequency with which demands are faced. Two aspects of frequency were investigated in relation to each of the 127 demands. First, an estimate of how many first term enlistees are faced with each demand was sought. Second, for soldiers being faced with the demand at all, an indication of how often they are faced with it was desired. This frequency information is contained in Table 46.

First, Table 46 presents the perceptions of NCOs regarding the number of first termers in their units who have been faced by each demand. Mean ratings for each demand are given based upon a 5-point scale on which 1 equals very few or none and 5 equals all or nearly all. NCOs observed that 17 of the demands are faced by most to nearly all (4.00 - 5.00) first termers; while six are faced by very few or none (1.00 - 1.99).

Table 46

Frequency of Demands:  
How Many First Term Enlistees  
Face the Demands and How Often?

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
1	Prepare a family budget.	2.80	58.8	3.35
2	Prepare a personal budget.	2.92	93.9	3.42
3	Follow safety procedures for the home.	2.67	94.1	3.38
4	Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.	3.20	81.8	2.93
5	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	3.42	94.1	3.53
6	Perform job tasks adequately.	3.58	97.0	3.78
7	Register to vote and request absentee ballot.	3.50	73.5	2.88
8	Save money.	3.27	87.9	3.86
9	Observe host nation traffic rules.	3.09	85.3	3.64
10	Utilize the services offered through the Educational Services Office.	3.55	78.8	2.85
11	Compare and select appropriate forms of transportation depending on situational needs.	2.10	85.3	3.07
12	Pass SQT/perform SQT tasks.	3.82	91.2	3.33
13	Know how to obtain emergency financial relief.	2.46	60.6	2.95
14	Obtain USAREUR driver's license.	2.80	70.6	3.13
15	Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	3.08	80.0	3.39

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
16	Utilize sponsor program effectively.	3.00	26.5	2.75
17	Apply for credit.	2.55	69.7	2.61
18	Become familiar with community resources of instruction for a new leisure skill.	3.00	82.4	3.39
19	Handle classified material correctly.	2.08	60.6	3.35
20	Transfer property legally.	2.40	64.7	2.86
21	Determine when a physical or psychological problem requires medical treatment.	1.64	76.5	3.28
22	Recognize the importance of tests and their effects and therefore give best effort on tests.	2.91	97.0	3.47
23	Use DPP effectively.	2.18	69.7	2.86
24	Be aware of provisions/consequences of economy rental contracts.	1.82	39.4	2.67
25	Communicate effectively with host nation military personnel.	4.69	81.8	3.28
26	Utilize best available currency exchange rates.	4.00	84.8	3.64
27	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	2.00	82.4	3.44
28	Apply proper first aid to a person suffering from drug overdose.	2.20	36.4	2.45
29	Acquire travelers checks.	3.83	29.4	2.56
30	Clarify educational goals.	4.15	85.3	3.29
31	Observe security regulations (telephone, SMLM).	2.92	87.9	3.89
32	Know when, how, and for what purposes to obtain power of attorney.	2.54	57.1	2.74
33	Find appropriate housing.	3.58	27.7	3.22
34	Communicate effectively with store personnel when shopping on the economy.	2.40	88.6	3.03

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
35	Acquire different physical and psychological health services, both military and local national.	3.73	82.4	2.68
36	Use banking facilities for deposit/withdrawal.	3.20	69.7	3.38
37	Utilize effective study skills, including locating a place conducive to study.	2.70	88.2	3.10
38	Interface effectively with NATO partnership unit.	3.00	55.9	2.63
39	Maintain balanced checking account.	3.08	48.6	3.29
40	Recognize when personal rights are violated or infringed upon and know appropriate recourse.	4.09	94.3	3.70
41	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	3.91	90.9	3.59
42	Adjust to overcrowded housing conditions.	3.75	73.5	3.64
43	Pay bills on time.	1.91	88.6	3.77
44	Maintain POV in safe operating condition.	3.70	73.5	3.84
45	Retain, apply and transfer knowledge and skills which have been learned.	4.08	88.2	3.93
46	Follow military dress code.	3.64	93.9	4.71
47	Understand legal consequences of contractual agreements.	2.40	88.2	3.33
48	Participate in unit sponsored recreational activities.	2.62	82.4	2.89
49	Acquire necessary immunizations for self and family.	2.62	78.8	2.77
50	Schedule time to take classes while also meeting on duty and off duty obligations.	2.64	76.5	3.15
51	Recognize uniforms/rank of NATO personnel.	2.91	91.2	3.23
52	Observe military and host nation rules and regulations concerning the ownership and care of pets.	1.91	42.4	3.55

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
53	Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	2.64	88.2	3.20
54	Use acceptable social skills with members of the opposite sex.	3.30	91.2	3.26
55	Follow parking regulations.	2.00	64.7	3.45
56	Participate in and meet the requirements of the Headstart Host Nation Program.	4.82	72.5	2.48
57	Utilize chain of command.	4.46	87.9	3.75
58	Understand rules and regulations governing marriage/divorce to include cross-national relationships.	2.70	55.9	3.11
59	Know how to plan a trip utilizing maps, schedules and tour or travel agencies.	2.17	82.9	2.90
60	Apply basic rules of physical hygiene, preventive medicine.	3.20	91.2	3.80
61	Choose/buy a car and register it.	2.75	62.9	2.64
62	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	3.62	87.9	3.14
63	Exhibit military bearing.	4.08	90.9	3.87
64	Respond appropriately to instances of discrimination by host nation citizens.	3.00	76.5	3.12
65	Develop tolerance/respect for the language, values and behaviors of host nation citizens.	4.30	84.8	3.15
66	Prevent or obtain treatment for venereal diseases.	2.54	15.2	2.80
67	Obey military and German police.	3.91	73.5	3.44
68	Locate sources of accurate information about educational opportunities, services, and benefits.	3.09	81.8	3.08
69	Communicate effectively with superiors.	4.36	88.2	4.13

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
70	Observe military and host nation laws.	4.39	97.0	3.84
71	Recognize the use of recreational activities for self-realization, enhancing personal growth.	3.50	97.1	3.33
72	Maintain proper weight and level of physical fitness.	3.20	79.4	3.77
73	Keep records for income tax filing.	3.33	90.9	3.33
74	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).	2.40	76.5	2.68
75	Obtain "career" information.	3.30	83.5	3.57
76	Know individual rights within Army assignment system.	3.91	90.9	3.37
77	Persevere in attempts to communicate effectively with local nationals despite language barrier.	3.20	97.1	3.61
78	File income tax report correctly and on time.	4.00	94.1	3.59
79	Acclimate to an adult learning situation which differs from the traditional secondary school.	3.00	82.4	2.79
80	Complete requirements for promotion.	3.30	85.3	3.14
81	Share information concerning community resources with spouse/family.	2.73	54.5	3.21
82	Make a smooth cultural transition from CONUS to USAREUR.	3.67	62.9	2.50
83	Choose and acquire car insurance policy.	2.33	60.0	2.62
84	Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).	3.20	79.4	3.22
85	Respond appropriately to rental advertisements.	2.80	44.1	2.79

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
86	Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.	4.00	82.9	3.00
87	Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.	2.67	48.5	2.69
88	Establish and maintain effective work relationships with peers.	3.40	100.0	4.16
89	Utilize information about current cultural and sport events.	2.40	88.2	3.37
90	Use housing referral services.	2.39	21.2	2.71
91	Pay host nation utility bills on time.	2.10	29.4	3.67
92	Deal effectively with one's own emotional needs and problems.	2.90	97.1	4.00
93	Deal appropriately with sexual harrassment.	1.90	64.7	3.00
94	Effectively utilize individual and unit training opportunities.	3.60	94.1	3.26
95	Use postal services effectively.	4.39	93.9	3.84
96	Observe military family housing rules and regulations.	2.46	39.4	2.78
97	Use military shopping facilities.	4.20	94.1	4.34
98	Conserve energy at home/work and on the road.	4.00	87.9	3.50
99	Observe military barracks rules and regulations.	3.58	97.1	4.30
100	Use ration cards.	4.77	90.9	3.77
101	Observe anti-shoplifting laws.	3.08	54.3	3.89
102	Obtain added value tax relief.	2.08	33.3	3.09
103	Overcome negative attitudes of peers, supervisors and self toward education.	2.30	94.1	3.65



<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
104	Recognize the information services available from your local library.	2.58	65.7	3.04
105	Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).	3.30	91.2	3.14
106	Use comparative shopping methods.	3.25	77.1	3.52
107	Recognize authorized/non-authorized solicitors.	3.00	86.4	3.08
108	Know what assistance is available through JAG legal services.	3.00	73.5	2.92
109	Know of educational opportunities for dependents.	2.00	51.5	2.80
110	Understand how to deal effectively with personal and family crises.	3.67	88.6	3.74
111	Use customer complaints procedures correctly.	1.80	50.0	2.75
112	Know how to contact local chaplain's office to obtain information about services and programs.	2.30	55.9	2.94
113	Purchase gas coupons.	2.20	26.5	3.50
114	Know how to order and pay for food and behave appropriately in restaurants on the economy.	3.91	87.9	3.46
115	Develop and utilize knowledge of geography estimates of time and distance for travel.	3.09	84.8	3.38
116	Recognize role of education in promotion/ advancement.	3.27	88.2	3.72
117	Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	2.77	93.9	3.35
118	Utilize variety of economy markets, bazaars, sales, etc.	2.25	85.7	3.28
119	Make choices about drug/alcohol use based on legal/health consequences.	2.60	76.5	3.62

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math> How Many?</u>	<u>FTE % How Many?</u>	<u>FTE How Often?</u>
120	Avoid businesses known for deceptive practices.	3.67	62.9	3.14
121	Relate individual job to Army mission.	3.58	80.0	3.67
122	Obtain sales agreement in writing.	2.70	79.4	2.96
123	Provide proper family and child care.	2.10	41.2	3.36
124	Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.	2.78	64.7	3.86
125	Apply first aid procedures in response to accidents and emergencies.	3.50	68.6	2.57
126	Understand impact of current events on soldier in Europe.	3.42	94.3	3.88
127	Apply European measurements (clothing, weight, metric).	2.78	67.6	3.18

Next, Table 46 indicates the percent of first term enlistees who reported ever having been faced by the demand; that is, all those who selected a choice other than "1 - never." The range of these percentages is from 15% for "prevent or obtain treatment for venereal disease" to 100% for "establish and maintain effective work relationships with peers." The distribution of percentages is greatly skewed toward the higher percentages, indicating that most of the demands are faced at some time, even if only rarely, by large percentages of first termers in USAREUR.

Finally, the last column in Table 46 gives the mean rating for the first term enlistees' question "How often are you faced with this demand?" These scores were calculated using first termers' ratings other than "1 - never," so that they represent how often the demand is faced by those who face it at all. Therefore, the possible range is from 2, seldom, through 5, very often. The actual range is from 2.45 for "apply proper first aid to a person suffering from drug overdose" to 4.71 for "follow military dress code."

Importance of the demands. The first term enlistees and the NCOs were asked their opinions regarding the importance of each life role demand. The rating scale extended from 1 = not at all important to 5 = extremely important. The mean ratings for both groups are shown in Table 47. Many more demands were seen as being "quite" to "extremely" important by the NCOs than by first term enlistees. While 61 demands or almost half received mean ratings of 4.0 or above from NCOs, only 19 demands received similar ratings from the first term enlistees. The majority of the demands were rated between 3.00 and 3.99 (moderately to quite important) by the first termers, with another 25 (or 20%) being less than

Table 47

Importance of the Demands:  
NCO and First Term Enlistee Perceptions

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
1	Prepare a family budget.	4.70	2.97
2	Prepare a personal budget.	3.92	3.55
3	Follow safety procedures for the home.	4.00	3.41
4	Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.	4.00	3.27
5	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	4.25	3.62
6	Perform job tasks adequately.	4.17	4.12
7	Register to vote and request absentee ballot.	3.83	3.12
8	Save money.	3.55	3.67
9	Observe host nation traffic rules.	4.18	3.38
10	Utilize the services offered through the Educational Services Office.	3.80	2.36
11	Compare and select appropriate forms of transportation depending on situational needs.	3.09	2.82
12	Pass SQT/perform SQT tasks.	3.46	3.97
13	Know how to obtain emergency financial relief.	4.36	4.06
14	Obtain USAREUR driver's license.	3.09	3.24
15	Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	4.08	3.34

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
16	Utilize sponsor program effectively.	4.09	1.88
17	Apply for credit.	3.27	3.09
18	Become familiar with community resources of instruction for a new leisure skill.	3.58	3.06
19	Handle classified material correctly.	3.00	4.24
20	Transfer property legally.	3.18	3.65
21	Determine when a physical or psychological problem requires medical treatment.	4.25	3.85
22	Recognize the importance of tests and their effects and therefore give best effort on tests.	4.00	3.55
23	Use DPP effectively.	3.18	2.81
24	Be aware of provisions/consequences of economy rental contracts.	4.55	2.53
25	Communicate effectively with host nation military personnel.	3.27	2.90
26	Utilize best available currency exchange rates.	4.31	3.27
27	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	3.82	3.06
28	Apply proper first aid to a person suffering from drug overdose.	2.69	4.09
29	Acquire travelers checks.	1.60	2.03
30	Clarify educational goals.	4.33	3.53
31	Observe security regulations (telephone, SYLM).	4.08	4.09
32	Know when, how, and for what purposes to obtain power of attorney.	3.83	3.35
33	Find appropriate housing.	4.31	2.46
34	Communicate effectively with store personnel when shopping on the economy.	4.08	3.20

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
35	Acquire different physical and psychological health services, both military and local national.	3.00	3.88
36	Use banking facilities for deposit/withdrawal.	4.55	3.43
37	Utilize effective study skills, including locating a place conducive to study.	3.82	3.29
38	Interface effectively with NATO partnership unit.	3.10	2.85
39	Maintain balanced checking account.	4.00	3.11
40	Recognize when personal rights are violated or infringed upon and know appropriate recourse.	4.33	4.06
41	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	4.46	3.87
42	Adjust to overcrowded housing conditions.	4.17	3.73
43	Pay bills on time.	4.25	4.35
44	Maintain POV in safe operating condition.	4.46	3.97
45	Retain, apply and transfer knowledge and skills which have been learned.	3.90	4.09
46	Follow military dress code.	4.08	4.30
47	Understand legal consequences of contractual agreements.	4.08	3.88
48	Participate in unit sponsored recreational activities.	3.10	2.82
49	Acquire necessary immunizations for self and family.	3.23	3.49
50	Schedule time to take classes while also meeting on duty and off duty obligations.	3.75	3.56
51	Recognize uniforms/rank of NATO personnel.	3.83	3.65
52	Observe military and host nation rules and regulations concerning the ownership and care of pets.	3.27	2.53

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
53	Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	3.64	3.47
54	Use acceptable social skills with members of the opposite sex.	3.30	3.62
55	Follow parking regulations.	3.25	3.77
56	Participate in and meet the requirements of the Headstart Host Nation Program.	4.82	2.77
57	Utilize chain of command.	4.82	3.94
58	Understand rules and regulations governing marriage/divorce to include cross-national relationships.	3.50	3.00
59	Know how to plan a trip utilizing maps, schedules and tour or travel agencies.	3.58	3.51
60	Apply basic rules of physical hygiene, preventive medicine.	3.82	4.00
61	Choose/buy a car and register it.	3.92	3.51
62	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	3.54	3.55
63	Exhibit military bearing.	4.08	3.82
64	Respond appropriately to instances of discrimination by host nation citizens.	3.50	3.38
65	Develop tolerance/respect for the language, values and behaviors of host nation citizens.	4.60	3.16
66	Prevent or obtain treatment for venereal diseases.	3.54	3.85
67	Obey military and German police.	4.75	4.00
68	Locate sources of accurate information about educational opportunities, services, and benefits.	4.27	3.55
69	Communicate effectively with superiors.	4.25	3.79

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
70	Observe military and host nation laws.	4.69	4.15
71	Recognize the use of recreational activities for self-realization, enhancing personal growth.	3.73	3.85
72	Maintain proper weight and level of physical fitness.	3.80	4.15
73	Keep records for income tax filing.	3.33	3.88
74	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).	3.64	3.42
75	Obtain "career" information.	3.85	3.50
76	Know individual rights within Army assignment system.	4.09	3.73
77	Persevere in attempts to communicate effectively with local nationals despite language barrier.	3.80	3.44
78	File income tax report correctly and on time.	3.64	4.12
79	Acclimate to an adult learning situation which differs from the traditional secondary school.	3.80	3.06
80	Complete requirements for promotion.	3.91	3.39
81	Share information concerning community resources with spouse/family.	4.36	2.41
82	Make a smooth cultural transition from CONUS to USAREUR.	4.17	2.80
83	Choose and acquire car insurance policy.	4.00	3.37
84	Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).	4.20	3.38
85	Respond appropriately to rental advertisements.	3.09	2.49



<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
86	Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.	4.18	3.66
87	Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.	3.50	3.42
88	Establish and maintain effective work relationships with peers.	4.00	3.81
89	Utilize information about current cultural and sport events.	3.18	3.27
90	Use housing referral services.	4.00	2.85
91	Pay host nation utility bills on time.	3.90	2.88
92	Deal effectively with one's own emotional needs and problems.	4.27	4.36
93	Deal appropriately with sexual harrassment.	3.70	3.24
94	Effectively utilize individual and unit training opportunities.	3.90	3.58
95	Use postal services effectively.	4.08	4.24
96	Observe military family housing rules and regulations.	4.55	2.17
97	Use military shopping facilities.	4.36	4.06
98	Conserve energy at home/work and on the road.	3.73	3.67
99	Observe military barracks rules and regulations.	4.50	3.53
100	Use ration cards.	4.77	3.73
101	Observe anti-shoplifting laws.	4.17	3.57
102	Obtain added value tax relief.	3.08	2.55
103	Overcome negative attitudes of peers, supervisors and self toward education.	3.82	3.46

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO</u> $\bar{x}$	<u>FTE</u> $\bar{x}$
104	Recognize the information services available from your local library.	3.25	3.03
105	Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).	3.60	3.84
106	Use comparative shopping methods.	3.67	3.40
107	Recognize authorized/non-authorized solicitors.	4.09	2.77
108	Know what assistance is available through JAG legal services.	4.00	3.76
109	Know of educational opportunities for dependents.	4.18	2.50
110	Understand how to deal effectively with personal and family crises.	4.50	4.34
111	Use customer complaints procedures correctly.	3.73	2.58
112	Know how to contact local chaplain's office to obtain information about services and programs.	3.36	2.61
113	Purchase gas coupons.	3.30	2.33
114	Know how to order and pay for food and behave appropriately in restaurants on the economy.	4.64	3.66
115	Develop and utilize knowledge of geography estimates of time and distance for travel.	4.09	3.03
116	Recognize role of education in promotion/ advancement.	4.58	3.85
117	Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	3.08	3.52
118	Utilize variety of economy markets, bazaars, sales, etc.	3.17	3.03
119	Make choices about drug/alcohol use based on legal/health consequences.	4.18	3.38

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
120	Avoid businesses known for deceptive practices.	4.00	3.53
121	Relate individual job to Army mission.	4.25	3.52
122	Obtain sales agreement in writing.	3.82	3.79
123	Provide proper family and child care.	3.82	3.37
124	Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.	4.00	3.73
125	Apply first aid procedures in response to accidents and emergencies.	4.75	4.62
126	Understand impact of current events on soldier in Europe.	3.50	3.88
127	Apply European measurements (clothing, weight, metric).	3.44	2.94

moderately important. For the NCOs, only two demands were rated as less than moderately important. For 98 of the 127 demands, NCO mean importance ratings were higher than the mean ratings by first term enlistees.

Tests of statistical significance among the mean ratings of agency representatives, NCOs and first termers were performed. These are discussed in a subsequent section of this report.

NCO and first term enlistee demand matrices. In the same way in which the agency demand matrix presented in Table 31 was developed, matrices were compiled for the NCO and first termers frequency of demand and importance of demand data. Table 48 combines the mean importance ratings and mean frequency ratings for the NCOs. Those demands listed in the upper left-hand cell of the matrix are those seen by the NCOs to be "quite" to "extremely" important and faced by "most" to "all or nearly all" first termers. More than half (70) of the demands appear in the top left quadrant (upper left four cells) of the matrix. These are seen to be moderately to extremely important and faced by about half or more of the first termers in the NCOs' units.

Two matrices were developed from the first term enlistee data because two types of frequency information were relevant: how many first term enlistees face demands, and how often? Table 49 shows the combination of importance ratings and percentages of first termers who have been faced with the demand. Thirteen demands are viewed as being quite to extremely important and have been faced by 75% or more of the first termers. Ninety-five of the demands appear in the top left quadrant; they have been rated as at least of moderate importance and have been faced by at least 50% of the first termers.

Table 48  
NCO Demand Matrix

Frequency of Demand - "How Many"

Importance of Demand	4.00 - 5.00 (4=Most)	3.00 - 3.99 (3>About Half)	2.00 - 2.99 (2=Some)	>2.00 (1=V. Few or None)
4.00 - 5.00 (4= Quite Important)	14 demands 26, 31, 41, 46, 56, 57, 63, 65, 69, 70, 86, 95, 97, 100	31 demands 4, 5, 6, 9, 15, 16, 30, 34, 36, 39, 40, 42, 43, 47, 67, 68, 76, 82, 84, 88, 99, 101, 107, 108, 110, 114, 115, 116, 120, 121, 125	14 demands 1, 3, 13, 22, 24, 33, 81, 83, 90, 92, 96, 109, 119, 124	2 demands 21, 44
3.00 - 3.99 (3= Moderately Important)	3 demands 27, 78, 98	22 demands 7, 8, 10, 12, 18, 37, 45, 54, 60, 62, 64, 71, 72, 73, 75, 77, 79, 80, 94, 105, 106, 126	35 demands 2, 11, 14, 17, 19, 20, 23, 32, 35, 38, 48, 49, 50, 51, 53, 55, 58, 59, 61, 66, 74, 85, 87, 89, 91, 102, 103, 104, 112, 113, 117, 118, 122, 123, 127	4 demands 25, 52, 93, 111
2.00 - 2.99 (2= Somewhat Important)			1 demand 28	
2.00 (1= Not at All Important)			1 demand 29	

Table 69

## First Term Enlistee Demand Matrix

Frequency of Demand - "How Many" - % reporting facing demand at least once

Importance of Demand	Most - Nearly All 75% - 100%	About Half - Most 50% - 74%	Some - About Half 25% - 49%	V. Few or None - 5% 0% - 24%
4.00 - 5.00 (4= Quite Important)	13 demands 6, 31, 40, 43, 45, 46, 60, 70, 72, 92, 95, 97, 110	4 demands 13, 19, 67, 125	1 demand 28	
3.00 - 3.99 (3= Moderately Important)	59 demands 2, 3, 4, 5, 8, 9, 12, 15, 18, 21, 22, 26, 27, 30, 34, 35, 37, 41, 47, 50, 51, 53, 54, 57, 59, 62, 63, 64, 65, 68, 69, 71, 74, 75, 76, 77, 78, 79, 80, 84, 86, 88, 89, 94, 98, 99, 100, 103, 105, 106, 114, 115, 116, 117, 118, 119, 121, 122, 126	19 demands 7, 14, 17, 20, 32, 36, 42, 44, 49, 55, 58, 61, 83, 93, 101, 104, 108, 120, 124	3 demands 39, 87, 123	2 demands 66, 73
2.00 - 2.99 (2= Somewhat Important)	5 demands 10, 11, 25, 48, 107	10 demands 1, 23, 38, 56, 81, 82, 109, 111, 112, 127	9 demands 24, 29, 33, 52, 85, 91, 96, 102, 113	1 demand 90
1.00 - 1.99 (1= Not at All Important)			1 demand 16	

The other first term enlistee matrix in Table 50 takes into account the "how often" data. Sixty-two of the demands fall into one cell of the matrix--the intersection of "moderately" to "quite" important (3.00 - 3.99) and "sometimes" to "often" (3.00 - 3.99). These and another 19 demands comprise the top left quadrant of the matrix.

First term enlistees' ability to meet the demands. On both the first term enlistee and the NCO life role demand questionnaires, the third question about each life role demand pertained to the ability of first termers to meet the demand. Soldiers were asked about their own ability; non-commissioned officers were asked about the ability of the first termers in their units. A 5-point scale on which 1 indicated not at all well; 2, somewhat well; 3, moderately well; 4, quite well; and 5, extremely well, was used in both questionnaires.

Table 51 presents the mean ratings for the perceptions of the ability of soldiers to meet each demand as held by first termers. Table 51 also presents NCO data. A t-test to determine the statistical significance of the differences between the mean ratings for each demand was performed. Differences for which the t-value was significant at the  $p < .05$ ,  $p < .01$ , or  $p < .001$  level are indicated by asterisks.

The range of mean ratings by first term enlistees was from a low of 1.81 for demand number 24 (be aware of provisions of economy rental contracts) through a high of 4.23 for demand numbers 71 (recognize the use of recreational activities for self-realization and enhancing personal growth) and 101 (observe anti-shoplifting laws). For NCOs the low was 1.40 for demand number 25

Table 50  
First Term Enlistee Demand Matrix  
Frequency of Demand - "How Often"

Importance of Demand	4.00 - 5.00 (4= often, 5= v. often)	3.00 - 3.99 (3= sometimes)	2.00 - 2.99 (2= seldom)
4.00 - 5.00 (4= Quite Important)	3 demands 46, 92, 97	13 demands 6, 19, 31, 40, 43, 45, 60, 67, 70, 72, 78, 95, 110	3 demands 13, 28, 125
3.00 - 3.99 (3= Moderately Important)	3 demands 69, 88, 99	62 demands 2, 3, 5, 8, 9, 12, 14, 15, 18, 21, 22, 26, 27, 30, 34, 36, 37, 39, 41, 42, 44, 47, 51, 53, 54, 55, 57, 58, 62, 63, 64, 65, 68, 71, 73, 75, 76, 77, 80, 84, 86, 89, 93, 94, 98, 100, 101, 103, 104, 105, 106, 114, 115, 116, 117, 118, 119, 120, 121, 123, 124, 126	17 demands 4, 7, 17, 20, 32, 35, 49, 50, 59, 61, 66, 74, 79, 83, 87, 108, 122
2.00 - 2.99 (2= Somewhat Important)		10 demands 1, 11, 25, 33, 52, 81, 91, 107, 113, 127	15 demands 10, 23, 24, 29, 38, 48, 56, 82, 85, 90, 96, 102, 109, 111, 112
1.00 - 1.99 (1= Not at All Important)			1 demand 16



Table 51

Ability to Meet the Demands:  
Perceptions of NCOs and First Term Enlistees

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
1	Prepare a family budget.	2.20	2.59
2	Prepare a personal budget.	1.67	3.06***
3	Follow safety procedures for the home.	3.17	3.38
4	Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.	2.50	2.50
5	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	3.17	3.50
6	Perform job tasks adequately.	2.92	3.61*
7	Register to vote and request absentee ballot.	2.91	2.47
8	Save money.	2.09	2.94*
9	Observe host nation traffic rules.	2.73	3.48
10	Utilize the services offered through the Educational Services Office.	2.50	2.75
11	Compare and select appropriate forms of transportation depending on situational needs.	1.90	2.76*
12	Pass SQT/perform SQT tasks.	3.20	3.64
13	Know how to obtain emergency financial relief.	2.73	2.87
14	Obtain USAREUR driver's license.	3.10	2.85
15	Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	3.42	3.54

t value significant at \*p<.05, \*\*p<.01, \*\*\*p<.001 level

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
16	Utilize sponsor program effectively.	2.30	1.63
17	Apply for credit.	2.27	3.10
18	Become familiar with community resources of instruction for a new leisure skill.	3.00	2.85
19	Handle classified material correctly.	2.83	3.79*
20	Transfer property legally.	2.20	2.77
21	Determine when a physical or psychological problem requires medical treatment.	2.75	3.30
22	Recognize the importance of tests and their effects and therefore give best effort on tests.	2.27	3.64**
23	Use DPP effectively.	2.70	3.16
24	Be aware of provisions/consequences of economy rental contracts.	2.09	1.81
25	Communicate effectively with host nation military personnel.	1.40	2.23
26	Utilize best available currency exchange rates.	3.33	3.27
27	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	2.18	3.18**
28	Apply proper first aid to a person suffering from drug overdose.	1.85	2.81*
29	Acquire travelers checks.	2.44	2.73
30	Clarify educational goals.	3.18	3.38
31	Observe security regulations (telephone, CMM).	2.62	3.66*
32	Know when, how, and for what purposes to obtain power of attorney.	2.00	2.59
33	Find appropriate housing.	2.23	2.00
34	Communicate effectively with store personnel when shopping on the economy.	2.00	2.57

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
35	Acquire different physical and psychological health services, both military and local national.	2.50	3.15
36	Use banking facilities for deposit/withdrawal.	2.55	3.09
37	Utilize effective study skills, including locating a place conducive to study.	2.30	2.74
38	Interface effectively with NATO partnership unit.	2.82	2.38
39	Maintain balanced checking account.	2.58	2.86
40	Recognize when personal rights are violated or infringed upon and know appropriate recourse.	2.25	3.06*
41	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	2.09	2.72
42	Adjust to overcrowded housing conditions.	3.36	2.97
43	Pay bills on time.	2.50	4.18***
44	Maintain POV in safe operating condition.	2.82	3.63
45	Retain, apply and transfer knowledge and skills which have been learned.	3.18	3.56
46	Follow military dress code.	3.08	4.18**
47	Understand legal consequences of contractual agreements.	2.73	3.00
48	Participate in unit sponsored recreational activities.	3.50	2.62
49	Acquire necessary immunizations for self and family.	3.23	3.58
50	Schedule time to take classes while also meeting on duty and off duty obligations.	2.73	2.44
51	Recognize uniforms/rank of NATO personnel.	2.09	2.82
52	Observe military and host nation rules and regulations concerning the ownership and care of pets.	3.20	2.03**

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
53	Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	2.73	2.97
54	Use acceptable social skills with members of the opposite sex.	2.55	3.65**
55	Follow parking regulations.	3.18	3.94*
56	Participate in and meet the requirements of the Headstart Host Nation Program.	3.73	2.22**
57	Utilize chain of command.	3.00	3.38
58	Understand rules and regulations governing marriage/divorce to include cross-national relationships.	2.33	2.64
59	Know how to plan a trip utilizing maps, schedules and tour or travel agencies.	2.25	3.06
60	Apply basic rules of physical hygiene, preventive medicine.	2.90	3.64*
61	Choose/buy a car and register it.	2.58	3.31
62	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	3.00	3.79*
63	Exhibit military bearing.	2.92	3.64
64	Respond appropriately to instances of discrimination by host nation citizens.	2.60	3.26
65	Develop tolerance/respect for the language, values and behaviors of host nation citizens.	2.30	3.03
66	Prevent or obtain treatment for venereal diseases.	3.77	3.72
67	Obey military and German police.	3.46	4.06
68	Locate sources of accurate information about educational opportunities, services, and benefits.	2.91	3.09
69	Communicate effectively with superiors.	3.09	3.50

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
70	Observe military and host nation laws.	3.23	3.82
71	Recognize the use of recreational activities for self-realization, enhancing personal growth.	3.18	4.23
72	Maintain proper weight and level of physical fitness.	3.10	3.91
73	Keep records for income tax filing.	2.67	3.12
74	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).	2.50	2.73
75	Obtain "career" information.	3.27	3.24
76	Know individual rights within Army assignment system.	2.64	2.75
77	Persevere in attempts to communicate effectively with local nationals despite language barrier.	2.18	2.63
78	File income tax report correctly and on time.	2.10	3.44**
79	Acclimate to an adult learning situation which differs from the traditional secondary school.	3.33	3.09
80	Complete requirements for promotion.	2.80	2.91
81	Share information concerning community resources with spouse/family.	3.18	2.31
82	Make a smooth cultural transition from CONUS to USAREUR.	2.50	2.63
83	Choose and acquire car insurance policy.	2.67	3.00
84	Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).	2.90	2.94
85	Respond appropriately to rental advertisements.	2.20	2.59

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
86	Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.	2.46	2.97
87	Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.	2.42	2.46
88	Establish and maintain effective work relationships with peers.	2.90	3.15
89	Utilize information about current cultural and sport events.	3.10	3.44
90	Use housing referral services.	3.23	2.10*
91	Pay host nation utility bills on time.	2.70	2.62
92	Deal effectively with one's own emotional needs and problems.	2.73	3.21
93	Deal appropriately with sexual harrassment.	2.30	3.49*
94	Effectively utilize individual and unit training opportunities.	3.20	3.03
95	Use postal services effectively.	4.23	4.00
96	Observe military family housing rules and regulations.	3.00	2.23
97	Use military shopping facilities.	3.60	4.09
98	Conserve energy at home/work and on the road.	2.09	3.39**
99	Observe military barracks rules and regulations.	2.75	3.62
100	Use ration cards.	3.75	4.12
101	Observe anti-shoplifting laws.	3.75	4.23
102	Obtain added value tax relief.	2.17	2.03
103	Overcome negative attitudes of peers, supervisors and self toward education.	2.30	3.09*

<u>Demand #</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
104	Recognize the information services available from your local library.	2.67	3.17
105	Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).	3.50	3.29
106	Use comparative shopping methods.	3.25	3.49
107	Recognize authorized/non-authorized solicitors.	2.10	2.61
108	Know what assistance is available through JAG legal services.	2.80	2.53
109	Know of educational opportunities for dependents.	2.36	1.93
110	Understand how to deal effectively with personal and family crises.	2.83	3.80**
111	Use customer complaints procedures correctly.	2.00	2.56
112	Know how to contact local chaplain's office to obtain information about services and programs.	3.00	2.71
113	Purchase gas coupons.	3.40	2.30*
114	Know how to order and pay for food and behave appropriately in restaurants on the economy.	1.91	3.24**
115	Develop and utilize knowledge of geography estimates of time and distance for travel.	2.36	3.03
116	Recognize role of education in promotion/ advancement.	3.73	3.49
117	Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	2.15	3.42**
118	Utilize variety of economy markets, bazaars, sales, etc.	2.92	3.12
119	Make choices about drug/alcohol use based on legal/health consequences.	2.50	3.68*

<u>Demand</u> <u>#</u>	<u>Demand</u>	<u>NCO <math>\bar{x}</math></u>	<u>FTE <math>\bar{x}</math></u>
120	Avoid businesses known for deceptive practices.	3.50	3.32
121	Relate individual job to Army mission.	3.00	3.44
122	Obtain sales agreement in writing.	3.00	3.39
123	Provide proper family and child care.	3.20	2.83
124	Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.	2.78	3.21
125	Apply first aid procedures in response to accidents and emergencies.	3.42	3.71
126	Understand impact of current events on soldier in Europe.	3.17	3.12
127	Apply European measurements (clothing, weight, metric).	<u>2.70</u>	<u>2.47</u>
	$\bar{x}$	2.76	3.10



(communicate effectively with host nation military personnel) and the high was 4.23 for demand number 95 (use postal services effectively).

The mean of means (the average rating across all demands) was 3.10 for first termers and 2.76 for NCOs. This reflects the tendency of the first termers to perceive and/or to report their ability to be higher than the perceptions/reports of NCOs of the ability of first termers. Differences between the ratings were statistically significant at the  $p < .05$  level for 13 demands, at the  $p < .01$  level for 11 demands, and at the  $p < .001$  level for 2 demands. In all but four of the instances of statistical significance, the first term enlistees' mean ratings were higher than those of the NCOs.

The ratings of ability are presented in another way in Tables 52 and 53. While the mean ratings indicated the perceived average ability of first termers to meet each demand, frequency distributions which report percentages at each ability level indicate the relative numbers of soldiers perceived to be functioning at each level. Therefore, in Tables 52 and 53 the frequency and cumulative frequency in percentages for each ability level for each demand are given. Table 52 contains the data concerning how well first term enlistees think they can meet each demand; Table 53 contains the NCO perceptions of first term enlistees' ability to meet each demand. There was a tendency for the first term enlistees' ratings to be distributed toward the top of the scale and the NCOs' to be toward the bottom of the scale.

Courses of action. The last question about each demand related to the courses of action a first term enlistee might take if a demand could not be met. The first termers were asked to select the first, second, and third courses of action they would take if they could not meet the demand. The NCOs

Table 52

First Term Enlistee Perceptions of  
Their Ability to Meet Life Role Demands

Frequency Distributions

RATING CODES: 1 = not at all well  
2 = somewhat well  
3 = moderately well  
4 = quite well  
5 = extremely well

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
001	1	23.5	23.5	006	1	0.0	0.0
	2	26.5	50.0		2	15.2	15.2
	3	26.5	76.5		3	21.2	36.4
	4	14.7	91.2		4	51.5	87.9
	5	8.8	100.0		5	12.1	100.0
002	1	9.1	9.1	007	1	26.5	26.5
	2	15.2	24.2		2	29.4	55.9
	3	45.5	69.7		3	17.6	73.5
	4	21.2	90.9		4	23.5	97.1
	5	9.1	100.0		5	2.9	100.0
003	1	8.8	8.8	008	1	9.1	9.1
	2	14.7	23.5		2	18.2	27.3
	3	20.6	44.1		3	48.5	75.8
	4	41.2	85.3		4	18.2	93.9
	5	14.7	100.0		5	6.1	100.0
004	1	21.9	21.9	009	1	20.6	20.6
	2	34.4	56.3		2	23.5	44.1
	3	15.6	71.9		3	11.8	55.9
	4	28.1	100.0		4	32.4	88.2
	5	0.0	--		5	11.8	100.0
005	1	2.9	2.9	010	1	21.9	21.9
	2	11.8	14.7		2	21.9	43.8
	3	32.4	47.1		3	21.9	65.9
	4	38.2	85.3		4	28.1	93.8
	5	14.7	100.0		5	6.3	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
011	1	9.1	9.1	018	1	14.7	14.7
	2	33.3	42.4		2	23.5	38.2
	3	33.3	75.8		3	32.4	70.6
	4	21.2	97.0		4	20.6	91.2
	5	3.0	100.0		5	8.8	100.0
012	1	6.1	6.1	019	1	9.1	9.1
	2	6.1	12.1		2	3.0	12.1
	3	30.3	42.4		3	18.2	30.3
	4	33.3	75.8		4	39.4	69.7
	5	24.2	100.0		5	30.3	100.0
013	1	23.3	23.3	020	1	20.6	20.6
	2	13.3	36.7		2	14.7	35.3
	3	23.3	60.0		3	38.2	73.5
	4	23.3	93.3		4	20.6	94.1
	5	6.7	100.0		5	5.9	100.0
014	1	30.3	30.3	021	1	3.0	3.0
	2	12.1	42.4		2	21.2	24.2
	3	12.1	54.5		3	27.3	51.5
	4	33.3	87.9		4	39.4	90.9
	5	12.1	100.0		5	9.1	100.0
015	1	0.0	0.0	022	1	6.1	6.1
	2	20.0	20.0		2	12.1	18.2
	3	17.1	37.1		3	21.2	39.4
	4	51.4	88.6		4	33.3	72.7
	5	11.4	100.0		5	27.3	100.0
016	1	59.4	59.4	023	1	25.8	25.8
	2	25.0	84.4		2	12.9	38.7
	3	12.5	96.9		3	9.7	48.4
	4	3.1	100.0		4	22.6	71.0
	5	0.0	---		5	29.0	100.0
017	1	19.4	19.4	024	1	59.4	59.4
	2	12.9	32.3		2	18.8	78.1
	3	12.9	45.2		3	6.3	84.4
	4	48.4	93.5		4	12.5	96.9
	5	6.5	100.0		5	3.1	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
025	1	35.5	35.5	032	1	26.5	26.5
	2	32.3	67.7		2	20.6	47.1
	3	16.1	83.9		3	29.4	76.5
	4	6.5	90.3		4	14.7	91.2
	5	9.7	100.0		5	8.8	100.0
026	1	9.1	9.1	033	1	50.0	50.0
	2	9.1	18.2		2	15.6	65.6
	3	33.3	51.5		3	21.9	87.5
	4	42.4	93.9		4	9.4	96.9
	5	6.1	100.0		5	3.1	100.0
027	1	8.8	8.8	034	1	5.7	5.7
	2	11.8	20.6		2	48.6	54.3
	3	38.2	58.8		3	31.4	85.7
	4	35.3	94.1		4	11.4	97.1
	5	5.9	100.0		5	2.9	100.0
028	1	16.1	16.1	035	1	5.9	5.9
	2	32.3	48.4		2	20.6	26.5
	3	16.1	64.5		3	38.2	64.7
	4	25.8	90.3		4	23.5	88.2
	5	9.7	100.0		5	11.8	100.0
029	1	27.3	27.3	036	1	18.8	18.8
	2	18.2	45.5		2	18.8	37.5
	3	21.2	66.7		3	15.6	53.1
	4	21.2	87.9		4	28.1	81.3
	5	12.1	100.0		5	18.8	100.0
030	1	2.9	2.9	037	1	11.8	11.8
	2	20.6	23.5		2	38.2	50.0
	3	26.5	50.0		3	20.6	70.6
	4	35.3	85.3		4	23.5	94.1
	5	14.7	100.0		5	5.9	100.0
031	1	3.1	3.1	038	1	26.5	26.5
	2	15.6	18.8		2	32.4	58.8
	3	15.6	34.4		3	20.6	79.4
	4	43.8	78.1		4	17.6	97.1
	5	21.9	100.0		5	2.9	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
039	1	22.9	22.9	046	1	0.0	0.0
	2	14.3	37.1		2	6.1	6.1
	3	25.7	62.9		3	12.1	18.2
	4	28.6	91.4		4	39.4	57.6
	5	8.6	100.0		5	42.4	100.0
040	1	11.4	11.4	047	1	14.7	14.7
	2	25.7	37.1		2	20.6	35.3
	3	22.9	60.0		3	29.4	64.7
	4	25.7	85.7		4	20.6	85.3
	5	14.3	100.0		5	14.7	100.0
041	1	34.4	34.4	048	1	23.5	23.5
	2	18.8	53.1		2	26.5	50.0
	3	9.4	62.5		3	23.5	73.5
	4	15.6	78.1		4	17.6	91.2
	5	21.9	100.0		5	8.8	100.0
042	1	21.9	21.9	049	1	6.1	6.1
	2	6.3	28.1		2	15.2	21.3
	3	37.5	65.6		3	24.2	45.5
	4	21.9	87.5		4	24.2	69.7
	5	12.5	100.0		5	30.3	100.0
043	1	0.0	0.0	050	1	29.4	29.4
	2	8.8	8.8		2	23.5	52.9
	3	11.8	20.6		3	29.4	82.4
	4	32.4	52.9		4	8.8	91.2
	5	47.1	100.0		5	8.8	100.0
044	1	11.8	11.8	051	1	17.6	17.6
	2	11.8	23.5		2	20.6	38.2
	3	20.6	44.1		3	32.4	70.6
	4	35.3	79.4		4	20.6	91.2
	5	20.6	100.0		5	8.8	100.0
045	1	8.8	8.8	052	1	46.9	46.9
	2	11.8	20.6		2	21.9	68.8
	3	23.5	44.1		3	15.6	84.4
	4	23.5	67.6		4	12.5	96.9
	5	32.4	100.0		5	3.1	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
053	1	5.9	5.9	060	1	0.0	0.0
	2	29.4	35.3		2	18.2	18.2
	3	38.2	73.5		3	21.2	39.4
	4	14.7	88.2		4	39.4	78.8
	5	11.8	100.0		5	21.2	100.0
054	1	2.9	2.9	061	1	20.0	20.0
	2	11.8	14.7		2	5.7	25.7
	3	26.5	41.2		3	17.1	42.9
	4	35.3	76.5		4	37.1	80.0
	5	23.5	100.0		5	20.0	100.0
055	1	0.0	0.0	062	1	3.0	3.0
	2	5.9	5.9		2	9.1	12.1
	3	20.6	26.5		3	18.2	30.3
	4	47.1	73.5		4	45.5	75.8
	5	26.5	100.0		5	24.2	100.0
056	1	34.4	34.4	063	1	6.1	6.1
	2	31.3	65.6		2	12.1	18.2
	3	15.6	81.3		3	18.2	36.4
	4	15.6	96.9		4	39.4	75.8
	5	3.1	100.0		5	24.2	100.0
057	1	9.4	9.4	064	1	12.9	12.9
	2	12.5	21.9		2	12.9	25.8
	3	31.3	53.1		3	25.8	51.6
	4	25.0	78.1		4	32.3	83.9
	5	21.9	100.0		5	16.1	100.0
058	1	33.3	33.3	065	1	9.1	9.1
	2	15.2	48.5		2	33.3	42.4
	3	18.2	66.7		3	18.2	60.6
	4	21.2	87.9		4	24.2	84.8
	5	12.1	100.0		5	15.2	100.0
059	1	8.6	8.6	066	1	15.6	15.6
	2	22.9	31.4		2	6.3	21.9
	3	31.4	62.9		3	9.4	31.3
	4	28.6	91.4		4	28.1	59.4
	5	8.6	100.0		5	40.6	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
067	1	5.9	5.9	074	1	9.1	9.1
	2	5.9	11.8		2	36.4	45.5
	3	2.9	14.7		3	33.3	78.8
	4	47.1	61.8		4	15.2	93.9
	5	38.2	100.0		5	6.1	100.0
068	1	15.6	15.6	075	1	9.1	9.1
	2	12.5	28.1		2	18.2	27.3
	3	31.3	59.4		3	24.2	51.5
	4	28.1	87.5		4	36.4	87.9
	5	12.5	100.0		5	12.1	100.0
069	1	8.8	8.8	076	1	15.6	15.6
	2	11.8	20.6		2	31.3	46.9
	3	23.5	44.1		3	28.1	75.0
	4	32.4	76.5		4	12.5	87.5
	5	23.5	100.0		5	12.5	100.0
070	1	0.0	0.0	077	1	12.5	12.5
	2	12.1	12.1		2	34.4	46.9
	3	21.2	33.3		3	37.5	84.4
	4	39.4	72.7		4	9.4	93.8
	5	27.3	100.0		5	6.3	100.0
071	1	2.9	2.9	078	1	5.9	5.9
	2	20.6	23.5		2	23.5	29.4
	3	26.5	50.0		3	20.6	50.0
	4	32.4	82.4		4	20.6	70.6
	5	17.6	100.0		5	29.4	100.0
072	1	3.0	3.0	079	1	8.8	8.8
	2	12.1	15.1		2	14.7	23.5
	3	12.1	27.2		3	47.1	70.6
	4	36.4	63.6		4	17.6	88.2
	5	36.4	100.0		5	11.8	100.0
073	1	9.1	9.1	080	1	17.6	17.6
	2	30.3	39.4		2	14.7	32.4
	3	18.2	57.6		3	32.4	64.7
	4	24.2	81.8		4	29.4	94.1
	5	18.2	100.0		5	5.9	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
081	1	41.4	41.4	088	1	6.1	6.1
	2	10.3	51.7		2	24.2	30.3
	3	27.6	79.3		3	27.3	57.6
	4	17.2	96.6		4	33.3	90.9
	5	3.4	100.0		5	9.1	100.0
082	1	20.0	20.0	089	1	5.9	5.9
	2	28.6	48.6		2	11.8	17.6
	3	28.6	77.1		3	35.3	52.9
	4	14.3	91.4		4	26.5	79.4
	5	8.6	100.0		5	20.6	100.0
083	1	20.0	20.0	090	1	51.6	51.6
	2	14.3	34.3		2	16.1	67.7
	3	25.7	60.0		3	9.7	77.4
	4	25.7	85.7		4	16.1	93.5
	5	14.3	100.0		5	6.5	100.0
084	1	11.8	11.8	091	1	35.3	35.3
	2	14.7	26.5		2	11.8	47.1
	3	50.0	76.5		3	14.7	61.8
	4	14.7	91.2		4	32.4	94.1
	5	8.8	100.0		5	5.9	100.0
085	1	26.5	26.5	092	1	6.1	6.1
	2	20.6	47.1		2	18.2	24.2
	3	26.5	73.5		3	36.4	60.6
	4	20.6	94.1		4	27.3	87.9
	5	5.9	100.0		5	12.1	100.0
086	1	17.1	17.1	093	1	9.1	9.1
	2	20.0	37.1		2	15.2	24.2
	3	28.6	65.7		3	24.2	48.5
	4	17.1	82.9		4	21.2	69.7
	5	17.1	100.0		5	30.3	100.0
087	1	30.3	30.3	094	1	6.1	6.1
	2	21.2	51.5		2	27.3	33.3
	3	27.3	78.8		3	30.3	63.6
	4	15.2	93.9		4	30.3	93.9
	5	6.1	100.0		5	6.1	100.0



Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
095	1	0.0	0.0	102	1	56.3	56.3
	2	3.0	3.0		2	12.5	68.8
	3	30.3	33.3		3	12.5	81.3
	4	30.3	63.6		4	9.4	90.6
	5	36.4	100.0		5	9.4	100.0
096	1	50.0	50.0	103	1	11.8	11.8
	2	13.3	63.3		2	14.7	26.5
	3	16.7	80.0		3	38.2	64.7
	4	3.3	83.3		4	23.5	88.2
	5	16.7	100.0		5	11.8	100.0
097	1	0.0	0.0	104	1	14.3	14.3
	2	5.9	5.9		2	14.3	28.6
	3	14.7	20.6		3	22.9	51.4
	4	44.1	64.7		4	37.1	88.6
	5	35.3	100.0		5	11.4	100.0
098	1	9.7	9.7	105	1	6.5	6.5
	2	12.9	22.6		2	16.1	22.6
	3	22.6	45.2		3	32.3	54.8
	4	38.7	83.9		4	32.3	87.1
	5	16.1	100.0		5	12.9	100.0
099	1	8.8	8.8	106	1	8.6	8.6
	2	14.7	23.5		2	17.1	25.7
	3	8.8	32.4		3	17.1	42.9
	4	41.2	73.5		4	31.4	74.3
	5	26.5	100.0		5	25.7	100.0
100	1	3.0	3.0	107	1	18.2	18.2
	2	6.1	9.1		2	33.3	51.5
	3	12.1	21.2		3	21.2	72.7
	4	33.3	54.5		4	24.2	97.0
	5	45.5	100.0		5	3.0	100.0
101	1	5.7	5.7	108	1	20.6	20.6
	2	5.7	11.4		2	35.3	55.9
	3	8.6	20.0		3	23.5	79.4
	4	20.0	40.0		4	11.8	91.2
	5	60.0	100.0		5	8.8	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
109	1	53.3	53.3	116	1	6.1	6.1
	2	16.7	70.0		2	15.2	21.2
	3	20.0	90.0		3	24.2	45.5
	4	3.3	93.3		4	33.3	78.8
	5	6.7	100.0		5	21.2	100.0
110	1	2.9	2.9	117	1	9.1	9.1
	2	8.6	11.4		2	15.2	24.3
	3	22.9	34.3		3	30.3	54.6
	4	37.1	71.4		4	33.3	87.9
	5	28.6	100.0		5	12.1	100.0
111	1	32.4	32.4	118	1	2.9	2.9
	2	20.6	52.9		2	32.4	35.3
	3	17.6	70.6		3	35.3	70.6
	4	17.6	88.2		4	8.8	79.4
	5	11.8	100.0		5	20.6	100.0
112	1	23.5	23.5	119	1	5.9	5.9
	2	17.6	41.2		2	14.7	20.6
	3	35.3	76.5		3	23.5	44.1
	4	11.8	88.2		4	17.6	61.8
	5	11.8	100.0		5	38.2	100.0
113	1	48.5	48.5	120	1	11.8	11.8
	2	12.1	60.6		2	11.8	23.5
	3	15.2	75.8		3	29.4	52.9
	4	9.1	84.8		4	26.5	79.4
	5	15.2	100.0		5	20.6	100.0
114	1	12.1	12.1	121	1	8.8	8.8
	2	18.2	30.3		2	5.9	14.7
	3	21.2	51.5		3	44.1	58.8
	4	30.3	81.8		4	14.7	73.5
	5	18.2	100.0		5	26.5	100.0
115	1	18.8	18.8	122	1	6.1	6.1
	2	18.8	37.5		2	15.2	21.2
	3	18.8	56.3		3	30.3	51.5
	4	28.1	84.4		4	30.3	81.8
	5	15.6	100.0		5	18.2	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %
123	1	26.7	26.7
	2	13.3	40.4
	3	23.3	63.3
	4	23.3	86.7
	5	13.3	100.0
124	1	18.2	18.2
	2	15.2	33.3
	3	15.2	48.5
	4	30.3	78.8
	5	21.2	100.0
125	1	2.9	2.9
	2	14.7	17.6
	3	23.5	41.2
	4	26.5	67.6
	5	32.4	100.0
126	1	14.7	14.7
	2	20.6	35.3
	3	23.5	58.8
	4	20.6	79.4
	5	20.6	100.0
127	1	18.8	18.8
	2	34.4	53.1
	3	28.1	81.3
	4	18.8	100.0
	5	0.0	--

Table 53

NCO Perceptions of the Ability of First Term Enlistees  
To Meet Life Role Demands

Frequency Distributions

RATING CODES: 1 = not at all well  
2 = somewhat well  
3 = moderately well  
4 = quite well  
5 = extremely well

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
001	1	0.0	0.0	006	1	8.3	8.3
	2	80.0	80.0		2	25.0	33.3
	3	20.0	100.0		3	41.7	75.0
	4	0.0	--		4	16.7	91.7
	5	0.0	--		5	8.3	100.0
002	1	58.3	58.3	007	1	18.2	18.2
	2	25.0	83.3		2	18.2	36.4
	3	8.3	91.7		3	27.3	63.6
	4	8.3	100.0		4	27.3	90.9
	5	0.0	--		5	9.1	100.1
003	1	0.0	0.0	008	1	54.5	54.5
	2	16.7	16.7		2	18.2	72.7
	3	50.0	66.7		3	0.0	72.7
	4	33.3	100.0		4	18.2	90.9
	5	0.0	--		5	9.1	100.0
004	1	10.0	10.0	009	1	9.1	9.1
	2	50.0	60.0		2	27.3	36.4
	3	20.0	80.0		3	45.5	81.8
	4	20.0	100.0		4	18.2	100.0
	5	0.0	--		5	0.0	--
005	1	8.3	8.3	010	1	20.0	20.0
	2	33.3	41.7		2	40.0	60.0
	3	8.3	50.0		3	20.0	80.0
	4	33.3	83.3		4	10.0	90.0
	5	16.7	100.0		5	10.0	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
011	1	50.0	50.0	018	1	16.7	16.7
	2	20.0	70.0		2	0.0	16.7
	3	20.0	90.0		3	58.3	75.0
	4	10.0	100.0		4	16.7	91.7
	5	0.0	--		5	8.3	100.0
012	1	10.0	10.0	019	1	16.7	16.7
	2	20.0	30.0		2	25.0	41.7
	3	20.0	50.0		3	25.0	66.7
	4	40.0	90.0		4	25.0	91.7
	5	10.0	100.0		5	8.3	100.0
013	1	27.3	27.3	020	1	20.0	20.0
	2	9.1	36.4		2	40.0	60.0
	3	36.4	72.7		3	40.0	100.0
	4	18.2	90.9		4	0.0	--
	5	9.1	100.0		5	0.0	--
014	1	10.0	10.0	021	1	25.0	25.0
	2	30.0	40.0		2	16.7	41.7
	3	20.0	60.0		3	25.0	66.7
	4	20.0	80.0		4	25.0	91.7
	5	20.0	100.0		5	8.3	100.0
015	1	0.0	0.0	022	1	9.1	9.1
	2	33.3	33.3		2	63.6	72.7
	3	8.3	41.7		3	18.2	90.9
	4	41.7	83.3		4	9.1	100.0
	5	16.7	100.0		5	0.0	--
016	1	40.0	40.0	023	1	10.0	10.0
	2	20.0	60.0		2	50.0	60.0
	3	10.0	70.0		3	10.0	70.0
	4	30.0	100.0		4	20.0	90.0
	5	0.0	--		5	10.0	100.0
017	1	36.4	36.4	024	1	18.2	18.2
	2	27.3	63.6		2	63.6	81.8
	3	18.2	81.8		3	9.1	90.9
	4	9.1	90.9		4	9.1	100.0
	5	9.1	100.0		5	0.0	--

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
025	1	60.0	60.0	032	1	41.7	41.7
	2	40.0	100.0		2	33.3	75.0
	3	0.0	--		3	16.7	91.7
	4	0.0	--		4	0.0	91.7
	5	0.0	--		5	8.3	100.0
026	1	25.0	25.0	033	1	30.8	30.8
	2	16.7	41.7		2	30.8	61.5
	3	33.3	75.0		3	23.1	84.6
	4	16.7	91.7		4	15.4	100.0
	5	8.3	100.1		5	0.0	--
027	1	27.3	27.3	034	1	25.0	25.0
	2	36.4	63.6		2	58.3	83.3
	3	27.3	90.9		3	8.3	91.7
	4	9.1	100.0		4	8.3	100.0
	5	0.0	--		5	0.0	--
028	1	30.8	30.8	035	1	20.0	20.0
	2	53.8	84.6		2	30.0	50.0
	3	15.4	100.0		3	30.0	80.0
	4	0.0	--		4	20.0	100.0
	5	0.0	--		5	0.0	--
029	1	33.3	33.3	036	1	18.2	18.2
	2	11.1	44.4		2	27.3	45.5
	3	33.3	77.8		3	36.4	81.8
	4	22.2	100.0		4	18.2	100.0
	5	0.0	--		5	0.0	--
030	1	9.1	9.1	037	1	20.0	20.0
	2	9.1	18.2		2	30.0	50.0
	3	45.5	63.6		3	50.0	100.0
	4	27.3	90.9		4	0.0	--
	5	9.1	100.0		5	0.0	--
031	1	30.8	30.8	038	1	9.1	9.1
	2	23.1	53.8		2	27.3	36.4
	3	15.4	69.2		3	36.4	72.7
	4	15.4	84.6		4	27.3	100.0
	5	15.4	100.0		5	0.0	--

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
039	1	33.3	33.3	046	1	15.4	15.4
	2	16.7	50.0		2	15.4	30.8
	3	16.7	66.7		3	30.8	61.5
	4	25.0	91.7		4	23.1	84.6
	5	8.3	100.0		5	15.4	100.0
040	1	25.0	25.0	047	1	18.2	18.2
	2	33.3	58.3		2	36.4	54.5
	3	33.3	91.7		3	9.1	63.6
	4	8.3	100.0		4	27.3	90.9
	5	0.0	--		5	9.1	100.0
041	1	18.2	18.2	048	1	10.0	10.0
	2	54.5	72.7		2	40.0	50.0
	3	27.3	100.0		3	30.0	80.0
	4	0.0	--		4	20.0	100.0
	5	0.0	--		5	0.0	--
042	1	9.1	9.1	049	1	7.7	7.7
	2	9.1	18.2		2	15.4	23.1
	3	27.3	45.5		3	30.8	53.8
	4	45.5	90.9		4	38.5	92.3
	5	9.1	100.0		5	7.7	100.0
043	1	16.7	16.7	050	1	9.1	9.1
	2	33.3	50.0		2	36.4	45.5
	3	33.3	83.3		3	27.3	72.7
	4	8.3	91.7		4	27.3	100.0
	5	8.3	100.0		5	0.0	--
044	1	18.2	18.2	051	1	36.4	36.4
	2	27.3	45.5		2	27.3	63.6
	3	27.3	72.7		3	27.3	90.9
	4	9.1	81.8		4	9.1	100.0
	5	18.2	100.0		5	0.0	--
045	1	0.0	0.0	052	1	0.0	0.0
	2	36.4	36.4		2	30.0	30.0
	3	18.2	54.5		3	40.0	70.0
	4	36.4	90.9		4	10.0	80.0
	5	9.1	100.0		5	20.0	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
053	1	18.2	18.2	060	1	10.0	10.0
	2	18.2	36.4		2	10.0	20.0
	3	36.4	72.7		3	60.0	80.0
	4	27.3	100.0		4	20.0	100.0
	5	0.0	--		5	0.0	--
054	1	27.3	27.3	061	1	8.3	8.3
	2	27.3	54.5		2	50.0	58.3
	3	9.1	63.6		3	25.0	83.3
	4	36.4	100.0		4	8.3	91.7
	5	0.0	--		5	8.3	100.0
055	1	0.0	0.0	062	1	0.0	0.0
	2	36.4	36.4		2	46.2	46.2
	3	18.2	54.5		3	15.4	61.5
	4	36.4	90.9		4	30.8	92.3
	5	9.1	100.0		5	7.7	100.0
056	1	18.2	18.2	063	1	23.1	23.1
	2	0.0	18.2		2	15.4	38.5
	3	9.1	27.3		3	23.1	61.5
	4	36.4	63.6		4	23.1	84.6
	5	36.4	100.0		5	15.4	100.0
057	1	9.1	9.1	064	1	30.0	30.0
	2	9.1	18.2		2	20.0	50.0
	3	54.5	72.7		3	20.0	70.0
	4	27.3	100.0		4	20.0	90.0
	5	0.0	--		5	10.0	100.0
058	1	22.2	22.2	065	1	20.0	20.0
	2	44.4	66.7		2	40.0	60.0
	3	11.1	77.8		3	30.0	90.0
	4	22.2	100.0		4	10.0	100.0
	5	0.0	--		5	0.0	--
059	1	41.7	41.7	066	1	0.0	0.0
	2	33.3	75.0		2	15.4	15.4
	3	0.0	75.0		3	15.4	30.8
	4	8.3	83.3		4	46.2	76.9
	5	16.7	100.0		5	23.1	100.0



Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
067	1	9.1	9.1	074	1	10.0	10.0
	2	18.2	27.3		2	40.0	50.0
	3	18.2	45.5		3	40.0	90.0
	4	27.3	72.7		4	10.0	100.0
	5	27.3	100.0		5	0.0	--
068	1	0.0	0.0	075	1	18.2	18.2
	2	27.3	27.3		2	18.2	36.4
	3	54.5	81.8		3	0.0	36.4
	4	18.2	100.0		4	45.5	81.8
	5	0.0	--		5	18.2	100.0
069	1	9.1	9.1	076	1	9.1	9.1
	2	27.3	36.4		2	36.4	45.5
	3	27.3	63.6		3	36.4	81.8
	4	18.2	81.8		4	18.2	100.0
	5	18.2	100.0		5	0.0	--
070	1	0.0	0.0	077	1	27.3	27.3
	2	38.5	38.5		2	36.4	63.6
	3	23.1	61.5		3	27.3	90.9
	4	15.4	76.9		4	9.1	100.0
	5	23.1	100.0		5	0.0	--
071	1	0.0	0.0	078	1	30.0	30.0
	2	27.3	27.3		2	40.0	70.0
	3	45.5	72.7		3	20.0	90.0
	4	9.1	81.8		4	10.0	100.0
	5	18.2	100.0		5	0.0	--
072	1	10.0	10.0	079	1	0.0	0.0
	2	20.0	30.0		2	11.1	11.1
	3	20.0	50.0		3	44.4	55.6
	4	50.0	100.0		4	44.4	100.0
	5	0.0	--		5	0.0	--
073	1	8.3	8.3	080	1	10.0	10.0
	2	50.0	58.3		2	20.0	30.0
	3	16.7	75.0		3	50.0	80.0
	4	16.7	91.7		4	20.0	100.0
	5	8.3	100.0		5	0.0	--

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
081	1	0.0	0.0	088	1	0.0	0.0
	2	27.3	27.3		2	30.0	30.0
	3	45.5	72.7		3	50.0	80.0
	4	9.1	81.8		4	20.0	100.0
	5	18.2	100.0		5	0.0	--
082	1	25.0	25.0	089	1	0.0	0.0
	2	25.0	50.0		2	20.0	20.0
	3	33.3	83.3		3	50.0	70.0
	4	8.3	91.7		4	30.0	100.0
	5	8.3	100.0		5	0.0	--
083	1	8.3	8.3	090	1	15.4	15.4
	2	58.3	66.7		2	15.4	30.8
	3	8.3	75.0		3	23.1	53.8
	4	8.3	83.3		4	23.1	76.9
	5	16.7	100.0		5	23.1	100.0
084	1	10.0	10.0	091	1	0.0	0.0
	2	30.0	40.0		2	30.0	30.0
	3	30.0	70.0		3	70.0	100.0
	4	20.0	90.0		4	0.0	--
	5	10.0	100.0		5	0.0	--
085	1	20.0	20.0	092	1	0.0	0.0
	2	50.0	70.0		2	45.5	45.5
	3	20.0	90.0		3	36.4	81.8
	4	10.0	100.0		4	18.2	100.0
	5	0.0	--		5	0.0	--
086	1	9.1	9.1	093	1	30.0	30.0
	2	45.5	54.5		2	30.0	60.0
	3	36.4	90.9		3	20.0	80.0
	4	9.1	100.0		4	20.0	100.0
	5	0.0	--		5	0.0	--
087	1	25.0	25.0	094	1	10.0	10.0
	2	25.0	50.0		2	10.0	20.0
	3	33.3	83.3		3	30.0	50.0
	4	16.7	100.0		4	50.0	100.0
	5	0.0	--		5	0.0	--

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
095	1	0.0	0.0	102	1	25.0	25.0
	2	7.7	7.7		2	50.0	75.0
	3	15.4	23.1		3	8.3	83.3
	4	23.1	46.2		4	16.7	100.0
	5	53.8	100.0		5	0.0	--
096	1	9.1	9.1	103	1	10.0	10.0
	2	9.1	18.2		2	50.0	60.0
	3	54.5	72.7		3	40.0	100.0
	4	27.3	100.0		4	0.0	--
	5	0.0	--		5	0.0	--
097	1	0.0	0.0	104	1	8.3	8.3
	2	20.0	20.0		2	41.7	50.0
	3	30.0	50.0		3	33.3	83.3
	4	20.0	70.0		4	8.3	91.7
	5	30.0	100.0		5	8.3	100.0
098	1	27.3	27.3	105	1	10.0	10.0
	2	36.4	63.6		2	10.0	20.0
	3	36.4	100.0		3	20.0	40.0
	4	0.0	--		4	40.0	80.0
	5	0.0	--		5	20.0	100.0
099	1	16.7	16.7	106	1	0.0	0.0
	2	33.3	50.0		2	41.7	41.7
	3	16.7	66.7		3	8.3	50.0
	4	25.0	91.7		4	33.3	83.3
	5	8.3	100.0		5	16.7	100.0
100	1	16.7	16.7	107	1	20.0	20.0
	2	0.0	16.7		2	60.0	80.0
	3	16.7	33.3		3	10.0	90.0
	4	25.0	58.3		4	10.0	100.0
	5	41.7	100.0		5	0.0	--
101	1	16.7	16.7	108	1	20.0	20.0
	2	8.3	25.0		2	30.0	50.0
	3	33.3	58.3		3	20.0	70.0
	4	41.7	100.0		4	10.0	80.0
	5	0.0	--		5	20.0	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %	Demand Number	Rating	Frequency %	Cumulative Frequency %
109	1	18.2	18.2	116	1	0.0	0.0
	2	54.5	72.7		2	9.1	9.1
	3	9.1	81.8		3	27.3	36.4
	4	9.1	90.9		4	45.5	81.8
	5	9.1	100.0		5	18.2	100.0
110	1	8.3	8.3	117	1	30.8	30.8
	2	33.3	41.7		2	38.5	69.2
	3	33.3	75.0		3	15.4	84.6
	4	16.7	91.7		4	15.4	100.0
	5	8.3	100.0		5	0.0	--
111	1	30.0	30.0	118	1	16.7	16.7
	2	40.0	70.0		2	33.3	50.0
	3	30.0	100.0		3	16.7	66.7
	4	0.0	--		4	8.3	75.0
	5	0.0	--		5	25.0	100.0
112	1	0.0	0.0	119	1	20.0	20.0
	2	50.0	50.0		2	30.0	50.0
	3	10.0	60.0		3	40.0	90.0
	4	30.0	90.0		4	10.0	100.0
	5	10.0	100.0		5	0.0	--
113	1	10.0	10.0	120	1	8.3	8.3
	2	20.0	30.0		2	8.3	16.7
	3	10.0	40.0		3	33.3	50.0
	4	40.0	80.0		4	25.0	75.0
	5	20.0	100.0		5	25.0	100.0
114	1	27.3	27.3	121	1	8.3	8.3
	2	54.5	81.8		2	16.7	25.0
	3	18.2	100.0		3	50.0	75.0
	4	0.0	--		4	16.7	91.7
	5	0.0	--		5	8.3	100.0
115	1	9.1	9.1	122	1	0.0	0.0
	2	45.5	54.5		2	40.0	40.0
	3	45.5	100.0		3	30.0	70.0
	4	0.0	--		4	20.0	90.0
	5	0.0	--		5	10.0	100.0

Demand Number	Rating	Frequency %	Cumulative Frequency %
123	1	0.0	0.0
	2	10.0	10.0
	3	70.0	80.0
	4	10.0	90.0
	5	10.0	100.0
124	1	33.3	33.3
	2	11.1	44.4
	3	11.1	55.6
	4	33.3	88.9
	5	11.1	100.0
125	1	0.0	0.0
	2	33.3	33.3
	3	16.7	50.0
	4	25.0	75.0
	5	25.0	100.0
126	1	0.0	0.0
	2	50.0	50.0
	3	16.7	66.7
	4	0.0	66.7
	5	33.3	100.0
127	1	20.0	20.0
	2	20.0	40.0
	3	30.0	70.0
	4	30.0	100.0
	5	0.0	--

were asked to indicate in rank order the three courses of action they would recommend to a first termers who could not meet the demand.

Table 54 presents overall data across all 127 demands. A weighted score which takes into account the priorities assigned to each course of action and places all of the values on a 100-point scale is given for first termers and NCOs, together with the resulting rank order for the courses of action. Overall, first termers tended to select the two courses of action which rely on their own personal resources to accomplish: do it the best he/she could by self and try to learn on own to do it correctly. Close to these individual scores is the score for "asking an NCO for help". On the other hand, NCOs tend to recommend that soldiers seek help from outside sources: first, by a wide margin, that they utilize NCOs for help; second and a very close third, that they seek help through officers and USAREUR agencies.

The weighted scores and rank orders for both first term enlistees and NCOs are given for each demand in Appendix K which summarizes, demand by demand, all of the findings related to the life role demands.

Table 55 presents each course of action and the number of demands for which it was the highest ranked course of action by NCOs and first termers. It can be seen that, overall, NCOs recommended in nine cases out of ten that first term enlistees first seek the help of an NCO when they have problems in meeting a life role demand. The first termers indicated that they would pursue this course of action about four times out of ten. They would in almost every other case take independent action--either do it the best they could by themselves or try to learn on their own to do it correctly.

#### Summaries of Findings: Demand by Demand

All information collected and analyzed relating to the life role demands has been compiled in a series of 127 demand summaries. In this way it is

Table 54

Courses of Action When Demands Cannot Be Met:  
 Courses Recommended by NCOs and Preferred by  
 First Term Enlistees Across All Demands

Course of Action	NCO (N=72)		FTE (N=205)	
	Score	Rank	Score	Rank
1. Do nothing - not do it at all	2.6	10	10.4	7
2. Do it the best I/he/she could by self	12.6	6	38.0	2
3. Try to learn on own to do it correctly	24.0	4	38.2	1
4. Go to a USAREUR agency for help	31.4	3	17.6	5
5. Ask an NCO for help	67.2	1	37.8	3
6. Ask another EM for help	18.5	5	21.4	4
7. Ask an officer for help	31.9	2	16.9	6
8. Ask a family member for help	2.9	8	8.7	8
9. Ask a civilian friend for help	2.7	9	7.7	9
10. Other	6.2	7	3.2	10

\*Scores are based on a 100-point weighted  
 scale computed using the following formula:

$$\left( \frac{3A}{T_A} + \frac{2B}{T_B} + \frac{C}{T_C} \right) \times 100$$

where A= 1st choice total;  $T_A$  = total ratings for 1st choice  
 B= 2nd choice total;  $T_B$  = total ratings for 2nd choice  
 C= 3rd choice total;  $T_C$  = total ratings for 3rd choice

Table 55

Frequencies With Which Courses of Action  
Were Ranked as Highest Choices  
of NCOs and of First Term Enlistees

Course of Action	Number of times ranked as highest choice by:	
	NCOs	FTEs
1. Do nothing - not do it at all	0	2
2. Do it the best I/he/she could by self	0	39
3. Try to learn on own to do it correctly	9	36
4. Go to a USAREUR agency for help	4	2
5. Ask an NCO for help	119	54
6. Ask another EM for help	0	0
7. Ask an officer for help	1	0
8. Ask a family member for help	0	0
9. Ask a civilian friend for help	0	0
10. Other	0	0
	<u>133*</u>	<u>133*</u>

\*Totals equal more than 127 because for some demands, two courses of action were tied as first choice.



possible to note the perceptions that agency representatives, first term enlistees and non-commissioned officers have about each individual demand. These summaries are included in Appendix K. Each summary includes data about how frequently the demand is faced by first termers. Mean ratings of how many first term enlistees face this demand are given for agency representative and NCO responses. In order to determine the level of statistical significance, if any, between these mean scores, t-tests were performed. Differences which are significant at the  $p < .05$ ,  $p < .01$ , or  $p < .001$  levels are noted. The report by first termers as to how often they have been faced with the demand is indicated by the mean rating for those who reported that they had faced the demand at all. Therefore, the range is from 2, seldom, through 5, very often. The final statistic related to frequency is the percentage of first term soldiers who indicated that they had been faced by the demand at all. This percentage can be used as a point of comparison with the perceptions of the agency representatives and NCOs regarding how many first termers face the demand.

All three groups were asked to indicate how important each demand is. Their mean ratings are reported in the summaries. An analysis of variance was performed and cases in which the differences among the means are significant at the  $p < .05$ ,  $p < .01$ , or  $p < .001$  levels are noted.

First term enlistees' perceptions of how well they are able to meet the demand as well as their NCO's opinions of their ability are given as mean ratings from 1, not at all well, through 5, extremely well. Statistically significant differences between these mean ability ratings are indicated for t-values at the  $p < .05$ ,  $p < .01$ , or  $p < .001$  levels. In addition to the mean ratings for ability to meet each demand, it is important to review the frequency distributions contained in Tables 52 and 53 which were discussed previously.

Although the mean ability rating may be 3.0 or above, the percent of soldiers who are less than moderately well able to meet the demand can be 40% or higher by their own self report and as high as 63% from the perception of their NCOs.

For each demand, the courses of action recommended by NCOs and selected by first term respondents are weighted on a 100-point scale. This scale takes into account the priorities assigned to the courses of action (first, second, or third) and places each score on a scale of 100 for ease of comparison. Both the weighted scores and their resultant ranks are given in Section IV of each demand summary.

The final section of each summary presents information about USAREUR agencies which were (a) mentioned by at least one agency representative as addressing the demand, (b) recommended by NCOs as a course of action when the demand cannot be met, and (c) stated by first term enlistees as a source of help which they would utilize if they could not meet the demand. Agencies which address the demand are indicated by an "X", while percentages of NCOs and FTEs who mentioned agencies are given. Data were not collected from all of the 42 agencies about which questions were asked of first termers and NCOs. Some were not sent surveys; others did not return the surveys sent to them. Therefore, it may be that some of the demands are addressed by agencies whose names are preceded by an asterisk. Some agencies which were not included in the agency questionnaire were mentioned by first termers or NCOs; these are listed under "others." In situations where respondents indicated that they would recommend or use a USAREUR agency but did not name the agency, their responses are shown as code 99--no name given.

#### Results of Interviews with First Term Enlistees and NCOs

At each of the eight locations, semi-structured, small group interviews concerning life role demands were conducted with half of the

participants and interviews regarding agency services were held with the other half. During the two-hour session in which each person participated, individuals either were interviewed about life role demands and administered the agency questionnaire or were interviewed about agency services and administered the life role demand questionnaire. The following sections first present the results of the agency interviews with first termers and NCOs and then the results of the life role demand interviews.

Agency interviews. The taped interviews were content analyzed and the information classified according to interview sites, responses by NCOs or first termers, and by agency. The responses about each agency were categorized as positive or negative with explanations of the situations and outcomes. Any recommendations about agency procedures were also cited.

The results of the structured interviews with both NCOs and first termers were generally consistent with the findings from the written questionnaires. When asked to identify agencies used, it was found that first term enlistees use a limited number of the agencies available, and that their perceptions of the services provided are frequently negative.

The responses of both NCOs and first term enlistees indicated that the major problems encountered by first termers in using the agencies include inaccurate information about the services provided by specific agencies; lack of time to use the available services; inaccessibility of the agency; and perceived unresponsiveness of the agency to the needs of the first termers.

1. Problems resulting from misinformation about agencies and services fall into several categories. Some first term enlistees reported negative experiences with agencies because they did not understand what services were provided; e.g., first termers thought legal

assistance provided direct legal aid rather than information and referrals. Other first term enlistees were unaware of the regulations governing the use of an agency; e.g., Army Emergency Relief (AER) provides monetary assistance only for specific purposes. In some cases first termers were not aware of the consequences of utilizing certain services; e.g., misuse of AAFES deferred payment plan may result in a bad credit rating and disciplinary action.

2. Time constraints were also reported as a major problem for first termers when using agency services. First term enlistees have limited control over time during duty hours and it is difficult for them to get permission to be released from duty in order to use services during most agencies' hours of operation. Many agencies used by first termers have little or no flexibility in their hours of operation. In addition, NCOs reported that first termers use their time inefficiently both on and off duty which compounds the situation.
3. A problem that varied in intensity from one data gathering site to another was the availability of the agencies' services. Some sites did not have all agencies readily accessible; therefore, first term enlistees with limited transportation and time could not use the services, or could use them only on an infrequent basis.
4. A response common to both NCOs and first term enlistees was that the agencies used were often unresponsive to the needs of the first term enlistee. As mentioned earlier, hours of operation make some agencies inaccessible to soldiers who work long duty hours; some agencies provide inadequate information to first termers who may have limited knowledge about the services available; and agencies often seem to ignore the situation of the first term enlistee including lack of

transportation, money, time, and experience. In addition, agency personnel sometimes exhibit negative attitudes toward the first term, which contributes to the reluctance of the first term enlistee to use agencies in solving problems and in meeting needs.

Although many of the comments during the interviews were negative, certain agencies were viewed very positively by both NCOs and first term enlistees.

Life role demand interviews. The audio tapes of the life role demand interviews were reviewed first to establish categories into which the diverse responses could be recorded. The tapes were next reviewed to cull from the approximately 24 hours of interviews those comments which directly related to the research questions and which served the purposes of the interviews. Specifically, the demands which were mentioned were noted; the type and/or source of difficulty was indicated as internal or external to the soldier; specific causes of problems were listed; the impact which the inability to meet the demand had on the soldier's life was recorded; and the actual and recommended courses of action were tallied. Not all of the above categories of comments were contained in every portion of the interviews; on the other hand, not all comments in the interviews were related to these categories. The findings of the interviews are reported below in general terms.

To a large degree, the information obtained during the interviews corroborated the data secured through the questionnaires. Overall, first term enlistees and NCOs expressed opinions and described situations which substantially reinforce the questionnaire findings that:

1. First term enlistees are faced with a multitude of situations which impose demands upon them in the areas of health (physical and psychological), consumer/financial, legal/citizenship, leisure/recreation, education, and work. Many of the demands in the inventory of 127, particularly those among the highest priorities, were mentioned by the participants.
2. There are variations in how frequently, if at all, demands are faced by different first termers. These variations appear to be based on a number of factors such as marital status, unit location and type, age, sex, educational level, and personal interest, values, attitudes and needs.
3. Both first termers and NCOs indicated that the extent to which a soldier is able to cope with life in USAREUR, i.e., to meet life role demands, influences job performance and overall adaptation to the Army and the host nation environment. Some demands are seen as more important to successful adaptation than others.
4. Soldiers vary in their ability to meet the demands which confront them: a demand which one soldier says is a problem, another may have no difficulty in meeting.
5. NCOs and first term enlisted personnel often have differing perceptions as to how well first termers are able to cope with the demands they face; NCOs generally observe lower ability levels than first termers report possessing.
6. When difficulties arise in meeting demands, first termers tend initially to try to solve problems on their own, either by just

doing the best they can or by trying to learn to do it correctly independently. When they do seek outside help, it is, first, from NCOs in whom they have confidence, then from other soldiers, family or friends, occasionally from a USAREUR agency, but rarely from an officer.

7. NCOs see themselves as the most useful first course of action for soldiers to take when they cannot meet most demands. They tend to recommend that soldiers utilize outside sources for help: NCOs, the chain of command, officers and USAREUR agencies and organizations. They often advise against seeking help from other enlisted members who may be as unknowledgeable as the person having difficulties or who may exert a negative influence.

In addition to the above general findings which essentially reiterate the questionnaire results, several other major aspects of life role demands were brought out in the interviews. These are that:

1. First term enlistees perceive that in most cases the problems they have in meeting demands result from factors which are external to them and which are often beyond their control. They see the situational parameters as the primary source of difficulty: the "system," their NCOs and officers, lack of time, money, facilities, and other resources, the host nation people and their rules and regulations, to name a few. When personal limitations were mentioned as a cause of difficulty, they were also seen as the results of external factors. For example, lack of information needed to meet a demand was due to not being given accurate, timely information and

a lack of skills necessary to cope with life could not be remedied because of too little time, no command support for education or inadequate education/training programs.

2. NCOs while recognizing that situational factors often negatively affect a soldier's ability to meet demands, cited deficiencies in the soldiers' repertoire of knowledge, skills and personal attributes (e.g., attitudes, values, motivation) as the major source of difficulty.



## CHAPTER IV

### DISCUSSION

The previous chapter presented the results of the investigation of coping and adaptation in USAREUR in two major sections. One section included the findings from the mailed questionnaire to agency representatives, and the other, the results of the on-site data collection activities with first term enlistees and NCOs. This chapter discusses the results in a manner which integrates the data from all sources. The findings are used as a basis to answer the research questions which were posed in Chapter I.

- 1.0 What are the indicators which most strongly differentiate between a soldier who has successfully adapted to USAREUR and one who has not adapted to the new environment?

The Life Coping Skills in USAREUR Project set out to identify a pool of criteria/indicators of adaptation to USAREUR. The 90 indicators which were identified are based on indicators generated by agency representatives at a conference held by the Life Coping Skills staff. The development of this instrument is explained in detail in the methods section of this report.

High levels of attrition and the unique demands of adjusting to the USAREUR environment have caused adaptation to become an important research concern. Studies have been undertaken in USAREUR to examine the adaptability of the first term soldier to the overseas military setting (Owen, Bussey, & Whittenburg, 1980; Orend, Wallace, & Rice, 1981) and the related issue of attrition (Manning & Ingraham, 1979, 1980). Prior studies of adaptation

conducted in CONUS have pursued the goal of linking certain variables to success or failure in the military. These studies can be classified into two basic areas: (a) individual or background information about the service member, including school experiences and level of education, home life and other demographic details (Worthington, 1976; Plag & Goffman, 1966; and Timmerman, 1974); (b) attitudinal measures of beliefs and values and "Quality of Life" type questions, some of which focus on organizational factors (Bachman, 1974; Holz & Schreiber, 1977). The indicators of successful adaptation which were identified by the Life Coping Skills Project can be related to many variables noted in these prior studies.

Table 34 presents the ratings of the strength of the 90 indicators of adaptation as perceived by the agency respondents. The indicators are presented in rank order from the most positive to the most negative. The item "is receptive to host nation culture, law, language" was rated as the strongest indicator of successful adaptation. A related item which was also rated as strongly indicating adaptation is "takes leave in country/Europe." Both items reflect an openness to or interest in the new culture, an attitude which has been linked to greater adjustment and reduced culture shock (Kagitcibasi, 1978; Moskos, 1977; Inkeles & Smith, 1974). The greater the amount of positive contact with the host nation, the greater the likelihood of a smooth transition into the new environment.

If being receptive to the host nation and its culture promotes adjustment, then the converse is also true, that intolerant behavior and attitudes will hamper an individual's adjustment or adaptation. As might be expected, there were some indicators which fell in this category. The indicator "does not

try to learn and use host nation language" is negatively associated with adaptation. Related concepts are the indicators "is a barracks rat" and "will not accept racial, cultural and other differences in people." The comments of Dr. Charles C. Moskos, military sociologist, during a previous visit to USAREUR also support these findings. He emphasized the importance of learning German as a means of promoting adjustment (Moskos, 1977).

Other negative indicators which may be grouped with the above include those labeled as Behaviors Indicating Passivity, Inactivity, Apathy. These include: "succumbs to negative peer group pressure," "is messy, unkempt, dirty" and "is frequently late for work, appointments."

In contrast to the apathetic attitudes are those indicators which demonstrate the possession of positive attitudes toward the military and community. Each of these items was rated as indicating successful adaptation to USAREUR. Six of these indicators are related to Unit Identification and Job Performance and include: "has unit pride, identification, sense of belonging," "identifies with the Army--its personnel and mission," "works toward promotion," "performs job duties well," "has been recognized (awards, promotion, 'pat on back') and "finds meaning in his/her job." The indicators "integrates spouse and dependents in activities," "is voluntarily involved in what's going on (family, community)" and "makes constructive use of leisure time" are grouped under the area of Involvement in Community. These indicators present clear evidence of positive behaviors and attitudes.

A fourth area of classification for the positively rated indicators includes those which are related to Self Concept and Stress Management. These are: "has self-pride, high self-esteem; likes self," "has goals, both long

and short term," "accepts stress as part of job" and "makes his/her patriotic feelings known." Table 56 presents the rank, indicator number and mean rating for each of the above items.

One variable often linked with problems in adapting to the USAREUR environment is having received disciplinary action. Manning and Ingraham's study of attrition in USAREUR found a high incidence of Article 15's to be one trait often found among those soldiers who later received administrative separations (Manning & Ingraham, 1980). Three indicators fall under the heading of Military Disciplinary Action, including "has received a summary court martial," "has received more than one Article 15" and "has gone AWOL once or twice." A second set of indicators may be grouped under the general heading of Escape Behaviors: "uses illness as a sham, abuses sick call," "is an excessive drinker," "escapes reality," "abuses drugs," and "becomes pregnant as a way out." Many of these behaviors may lead directly to administrative separations.

In contrast to the more passive, escape-type indicators of non-adaptation are those which include aggression and "acting-out." These may be grouped under the general rubric of Aggressive Behaviors/Intolerance and include "is inconsiderate, rude (language, noise, behavior)," "abuses his/her spouse and/or children," "disregards rules and regulations," "will not accept racial, cultural and other differences in people," and "acts out violently." These behaviors may also lead to military disciplinary action. The remaining indicator "does not complete tour" encompasses a multitude of actions which may lead to administrative separations. Many of these indicators which negatively related to adaptation may be interrelated and can lead to a

Table 56

Indicators Rated at Least One Standard Deviation Above Mean

<u>Rank</u>	<u>Indicator Number</u>	<u><math>\bar{x}</math></u>	
HOST NATION			
1	(29)	6.18	is receptive to host nation culture, law, language
4	(11)	5.85	takes leave in country/Europe
INVOLVEMENT IN COMMUNITY			
3	(85)	5.95	integrates spouse and dependents in activities
6	(28)	5.77	is voluntarily involved in what's going on (family, community)
8	(10)	5.66	makes constructive use of leisure time
UNIT IDENTIFICATION AND JOB PERFORMANCE			
2	( 7)	6.00	has unit pride, identification; sense of belonging
5	(64)	5.81	identifies with the Army -- its personnel and mission
7	(84)	5.68	works toward promotion
9	( 3)	5.56	performs job duties well
10	(14)	5.55	has been recognized (awards, promotion, "pat on back")
12	(24)	5.50	finds meaning in his/her job
SELF CONCEPT AND STRESS MANAGEMENT			
11	( 5)	5.52	has self-pride, high self-esteem; likes self
13	(56)	5.48	has goals, both long and short term
14	(83)	5.47	accepts stress as part of job
15	(65)	5.46	makes his/her patriotic feelings known

vicious cycle of non-productive behavior leading to the loss of the service member from his/her USAREUR unit.

A summary of the above information about those indicators negatively related to adaptation is presented in Table 57 and includes the rank, indicator number and mean rating for each.

Identifying one indicator which will separate the "adaptors" from "non-adaptors" is a rather simplistic approach and not a very realistic goal. However, it is clear that the presence or absence of those behaviors positively rated as indicating successful adaptation are linked to a soldier's ability to adjust to the USAREUR environment. The items presented here provide a framework for discerning the attitudes and behaviors perceived as necessary for successful adaptation to USAREUR.

2.0 What are the life role demands commonly faced by first term enlistees?

2.1 How many first term enlistees are confronted with each demand during their tour overseas?

2.2 How often are soldiers faced with the need to meet each demand?

The initial data collection activities conducted during the Life Coping Skills in USAREUR Conference of agency/organization representatives resulted in a pool of life role demands which were viewed by those participants as commonly faced by first term enlistees. Subsequent data gathering activities with first term enlistees corroborated the perceptions of the agency representatives. Of the 127 demands generated during the conference, 77 (61%) have been faced at least once by more than 75% of the first term enlistees sampled; 33 (another 26%) have been encountered by between 50% and 74% of the first

Table 57

Indicators Ranked at Least One Standard Deviation Below The Mean

Indicator  
Rank   Number    $\bar{x}$

## MILITARY DISCIPLINARY ACTION

83	(68)	2.33	has received a summary court martial
85	(31)	2.29	has received more than one Article 15
90	(89)	1.97	has gone AWOL once or twice

## ESCAPE BEHAVIORS

77	(23)	2.59	uses illness as a sham, abuses sick call
79	(13)	2.47	is an excessive drinker
80.5	(66)	2.40	escapes reality
87	(40)	2.09	abuses drugs
88	(87)	2.03	becomes pregnant as a way out

## BEHAVIORS INDICATING PASSIVITY, INACTIVITY, APATHY

72	(37)	2.70	succumbs to negative peer group pressure
73.5	( 1)	2.67	is messy, unkempt, dirty
73.5	( 2)	2.67	is frequently late for work, appointments, etc.
75	(54)	2.63	does not try to learn and use host nation language
84	(21)	2.29	is a "barracks rat"

## AGGRESSIVE BEHAVIORS/INTOLERANCE

78	(52)	2.54	is inconsiderate, rude (language, noise, behavior)
80.5	(33)	2.40	abuses his/her spouse and/or children
82	(35)	2.35	disregards rules and regulations
86	(88)	2.18	will not accept racial, cultural and other differences in people
89	(36)	1.97	acts out violently

## MULTIPLE CAUSES

76	( 9)	2.61	does not complete tour
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termers; 14 (11%) by between 25% and 49%; and only 3 demands (2%) have been faced by fewer than 25% of the first term enlistees.

The NCOs underestimated the number of soldiers who are faced by many of the demands. There were 17 demands (13%) which the NCOs thought had been faced by most or nearly all of the first termers in their units; 53 (42%) demands were thought to be relevant to about half but less than most of their soldiers; 51 (40%) were rated as being encountered by some but not quite half of the first term enlistees; and 6 demands (5%) were seen as encountered by less than some (very few or none) of their soldiers. Whereas, 110 or 87% of the demands were reported to have been encountered by at least half of the first termers; it was the perception of the NCOs that 70 or 55% of the demands are faced by approximately half or more of their first term soldiers in USAREUR. The perceptions of the agency representatives were similar to those of the NCOs; with 68 or 54% of the demands rated as being faced by approximately half or more first termers.

In answer to the question of how often a demand is faced by first termers, their self-reports indicate that 81 of the 127 demands (64%) are encountered between "sometimes" and "often" (3.0 - 3.99 on the 5-point scale). Only six demands are faced more frequently and 37 less frequently.

The data regarding "how many" and "how often" can be assigned into several combinations. Some demands are faced by a large percentage of first termers (85% or more) on a frequent basis (3.75 or higher). Ten demands which fall into this category are work-related: Perform job tasks adequately; Observe security regulations; Follow military dress code; Utilize chain of command; Exhibit military bearing; Communicate effectively



with supervisors; Observe military and host nation laws; Establish and maintain effective work relationships with peers; Observe military barracks rules and regulations; and Understand the impact of current events on the soldier in Europe. This finding is consistent with the fact that the common denominator of all of the participating first term enlistees was their job as a soldier which poses certain demands on an ongoing basis regardless of MOS, rank, or duty location. Another five demands frequently faced by a large percentage of first termers concern consumer/financial situations: Save money; Pay bills on time; Use postal services effectively; Use military shopping facilities; and Use ration cards. Three of these highlight the frequency with which consumer needs are fulfilled by United States facilities/services available in a foreign country and the need for soldiers to use those facilities as "wise" consumers. Four demands are faced by most adults daily regardless of their occupation, geographic location, or any other demographic variable: Deal effectively with one's own emotional needs and problems; Understand how to deal effectively with personal and family crises; Retain, apply and transfer knowledge and skills which have been learned; and Apply basic rules of physical hygiene, preventive medicine. The environmental parameters and personal characteristics of the individual, however, will define the specifics of these tasks--the needs, problems, crises, knowledge and skills.

The combination of "how many" and "how often" data least like the above is for those life role demands which are faced by a small percentage of first term enlistees (less than 50%) on an infrequent basis. These include: Utilize sponsor program effectively; Be aware of provisions/consequences of economy rental

contracts; Apply proper first aid to a person suffering from drug overdose; Acquire travelers checks; Prevent/obtain treatment for venereal diseases; Respond appropriately to rental advertisements; Know and observe relevant passport, visa, and custom regulations, to include travel to Eastern bloc countries; and Use housing referral services.

The other possible combinations are: (a) faced by a large percentage of soldiers (more than 85%) on an infrequent basis (no demands fall into this category); (b) faced by a large percentage moderately often (35 demands); (c) faced by more than 50% but less than 85% on a frequent basis (4 demands); (d) faced by 50% but less than 85% moderately often (29 demands); (e) faced by 50% but less than 85% infrequently (25 demands); (f) faced by a small percentage (less than 50%) moderately often (8 demands); or faced by a small percentage frequently (no demands).

In summary, when the first term enlistee data for "how many" and "how often" are looked at simultaneously, 86 (68%) of the demands are faced by half or more of the soldiers at least moderately often.

2.3 How important is it that a first term enlisted soldier be able to meet each demand, specifically in relation to his/her ability to adapt to the USAREUR environment?

All three of the data sources (agency representatives, first term enlistees, and NCOs) were asked to rate each demand according to its importance. For only nine of the 127 demands were there statistically significant differences (F value equal to  $p < .05$ ) in the mean importance ratings. These were: Prepare a family budget; Utilize sponsor program

effectively; Be aware of provisions/consequences of economy rental contracts; Find appropriate housing; Participate in and meet the requirements of the Headstart Program; Share information concerning community resources with spouse/family; Make a smooth cultural transition from CONUS to USAREUR; Pay host nation utility bills on time; and Observe military family housing rules and regulations. In each of the nine cases of statistically significant differences, the first term enlistees perceived the demand to be less important than did the agency personnel and NCOs whose ratings were similar.

One possible explanation for these differences is that most of the demands which the first termers thought to be less important than did the other groups are demands which are faced by a smaller percentage of first termers and/or are faced by them less frequently. The respondents were asked to rate the importance of each demand for those soldiers who are faced with meeting the demand. It may be that when a demand is not personally relevant, an individual is less likely to perceive the demand to be important.

Nineteen demands were rated as quite to extremely important (4.0 or higher means) by the first termers. Four of these are work-related demands; four pertain to emergency situations of either a health or financial nature; three concern maintaining physical and psychological health; two focus on the need to obey laws (both military and host nation); four are consumer/financial in nature; one focuses on the individual's personal rights; and one crosses all content/subject areas since it calls for the retention, application and transfer of knowledge. Although the mean ratings for importance of agency representatives and NCOs are not different significantly from the first termers' ratings, when a 4.0 cutoff point is used, 14 of the

above 19 demands received 4.0 means from agency personnel and 14 received 4.0 means from NCOs. In the case of only one demand (Maintain proper weight and level of physical fitness) were the demands rated lower by agency representatives and by NCOs than by first termers.

All but two demands were rated as at least moderately important (3.0 or above) by the agency representatives and also by the NCOs. Neither group rated Acquire travelers checks as moderately important, nor did the first termers. Agency personnel, as well as the first termers, perceived that the ability to Utilize a variety of economy markets, bazaars, sales, etc. was less than moderately important, while NCOs thought that Applying proper first aid to a person suffering from drug overdose was only somewhat important, differing from both agency personnel and first termers. For the last demand mentioned the differences in mean ratings among the groups was statistically significant.

Twenty-six demands were rated by first termers as less than moderately important. Nine of these are the nine for which the analysis of variance resulted in statistically different means among the three groups. Many of the remaining 17 demands have mean ratings between 2.75 and 3.0 and none has a mean which differs significantly from the 3.0 and above means of the NCOs and agency representatives.

In summary, the data suggest that a large majority of the 127 demands originally generated by the conference participants are perceived to be of at least moderate importance by first term enlistees, NCOs and agency representatives. Variations do exist among the groups. Specifically, the tendency was for agency representatives and NCOs to rate the life role

demands as being more important than did the first termers. This resulted in statistically significant differences in nine of the 127 demands.

2.4 How well are first term enlistees currently able to meet each demand?

Opinions differed regarding how well first termers are able to meet the life role demands with which they are faced. First termers tended to rate their ability more highly than did their supervising NCOs. For 93 of the demands, the means of the first termers' ratings were higher than the NCOs' means; for 34 demands, the NCOs' means were higher. Using the arbitrary categories established by the ability level ratings (1-5), the two groups of respondents agreed that, on the average, first termers are less than moderately well able (less than 3.0) to meet 40 of the 127 demands. The NCOs indicated that from their perceptions, the first termers in their units are less than moderately well able to meet another 41 demands. Of this group of 41 demands, the differences between the NCOs' perceptions of their soldiers' abilities and the first term enlistees' opinions of their own abilities were statistically significant in 22 instances. The first termers indicated that they are less than moderately well able to meet nine demands for which their NCOs rated their abilities more highly. Four of these nine demands had means which differed significantly. The 26 cases of statistically significant differences between the first term enlistees' and NCOs' means just mentioned account for all but two of the cases of statistically significant differences.

First termers perceived themselves to be moderately to quite well able to meet 67 of the demands, while their NCOs believed this to be true for

45 demands. At the extreme ends of the ability continuum, first term mean ratings exceeded 4.0 for eight demands indicating that they believe themselves to be quite to extremely well able to meet these demands while two means were less than 2.0 indicating that they are not at all to somewhat well able to meet the demands. The NCOs rated their soldiers as being quite to extremely well able to meet only one demand, while rating them at the lowest end of the continuum on five demands.

First termers thought that they were best able to meet several very frequently faced consumer demands (Pay bills on time; Use postal services effectively; Use military shopping facilities, and Use ration cards). They also gave high ratings for their ability to follow the law--(Obey military and German police, and Observe anti-shoplifting laws). The other two demands which soldiers felt they could meet quite to extremely well were Follow military dress code and Recognize the use of recreational activities for self-realization and enhancing personal growth. The one demand which NCOs also rated in this ability category was Use postal services effectively. The NCOs' ratings for Pay bills on time and Follow military dress code were significantly different statistically from the first termers'.

The three demands which first termers feel least well able to meet are three of the demands many of them have never been faced with: Utilize sponsor program effectively; Be aware of provisions/consequences of economy rental contracts; and Know of educational opportunities for dependents. Although the average NCO ratings for these demands were above 2.0, the differences were not of statistical significance. NCOs perceived that the first term enlisted personnel for whom they are responsible are least well

able to Prepare a personal budget; Compare and select appropriate forms of transportation depending on situational needs; Communicate effectively with host nation military personnel; Apply proper first aid to a person suffering from drug overdose; and Know how to order and pay for food and behave appropriately in restaurants on the economy. The first termers' higher means for these demands, in all but the demand related to communicating with host nation military personnel, differed in a statistically significant manner from the NCOs' means.

The mean ratings for ability reported in Table 51 and discussed in answer to the research question "How well are first term enlistees currently able to meet each demand?" indicate the "average" soldiers' perceptions of his/her ability and the NCOs' opinions of the ability of the "average" soldier. A somewhat different perspective of ability is gained from looking at the frequency distributions of ability levels (1-5) for each demand (as reported in Tables 52 and 53). One way of summarizing these data is to isolate the instances in which soldiers are less than moderately able to meet demands and determine the magnitude of the problem in terms of the proportion of individuals who report themselves to be in this category. Beginning with the demands which, from the perceptions of the first term soldiers, are problematic (less than moderately well able to meet), only two were viewed as being so for 75% or more of the soldiers; 24 were seen as problematic for between 50% and 74% of the respondents; 53 were reported in this category by between 25% and 49% of the first termers; and 48 were cited as problematic by less than 25% of the participants. By their own self-report, then, at least one out of every four first termers is less than moderately well able to meet 79 of the 127 demands.

The frequency distributions of the NCO data present the percentage of NCOs who reported that their soldiers were at each ability level for each demand. There were ten demands for which 75% or more of the NCOs believed their troops were less than moderately well able to meet. For another 50 demands, first termers were categorized as less than moderately well able to meet them by between 50% and 74% of the NCOs. Between 25% and 49% of the NCOs reported that their soldiers are less than moderately well able to meet 47 demands, and for the other 20 demands, less than 25% classified their soldiers as less than moderately well able to meet them.

2.5 If soldiers cannot meet the demands, what courses of action could/should/would they take?

When people are not able to meet life role demands which confront them, they have several alternative courses of action. They may choose to do nothing, to not attempt to meet the demand, perhaps hoping that the situation will take care of itself or just go away. This was never among the first three courses of action recommended by NCOs and was selected for only seven demands among the highest three courses of action preferred by first termers. With the exception of the demand related to shoplifting, these demands were also viewed as less than moderately important by first termers. The soldiers ranked this course of action high for the demands which deal with the Deferred Payment Plan, travelers checks, unit recreational activities, ownership of pets, economy rental advertisements, and purchase of gas coupons.

Another type of action which might be taken when people are not able to meet a demand is independent activity which involves either doing the



best they can do by themselves to meet the demand or trying to learn how to do it correctly on their own. This type of action was the first choice of first termers for 75 of the 127 demands and among their top three choices for 123 demands. They indicated approximately equal preference for the two independent approaches (doing it the best they can and trying to learn to do it on their own). In contrast, the NCOs never recommended as a first course of action that soldiers who are not able to meet a demand just try to do it the best they can and for only nine demands did they recommend as their first choice that soldiers try to learn on their own to meet the demand. An independent course of action was ranked as the second or third choice for 53 demands, however, with the stronger and more numerous recommendations made for trying to learn on one's own to meet the demand.

A variety of sources of outside help might be sought as a course of action when a demand cannot be met. Four of the potential sources which were presented to the respondents are related to military organizations or personnel. For example, a wide range of agencies provide services to soldiers in USAREUR. These were cited by NCOs among their top three recommendations for 77 of the 127 demands although it appeared as their first recommendation in only nine instances. Across all demands, seeking help from USAREUR agencies was the third ranked recommendation. First termers did not select this course of action very frequently. It was their first choice for only two demands (finding housing and preventing/treating VD) and their second or third choice for another 15 demands. Overall, this course of action was their fifth preference. In addition to indicating whether a USAREUR agency would be recommended/preferred as a course of action

when a demand can't be met, respondents were asked to name the specific agency to which they would go. In many cases, no agency was named, which suggests that while soldiers may be aware that there are agencies which will assist them, they do not know which agencies provide which services or what the agencies are called. In other cases, agencies were cited as a course of action for demands which those agencies do not address. This indicates that soldiers may have erroneous expectations concerning the services they will receive from various USAREUR agencies.

A soldier may seek help from other military personnel--an officer, an NCO, or another EM. With the exception of only four demands (those related to host nation traffic rules, communicating with local nationals, family planning, and venereal disease) the NCOs recommended that first term soldiers ask an NCO for help when they are not able to meet life role demands. This was their first recommendation for 119 demands. Overall, first termers gave this course of action approximately the same preference as each of the two independent activities previously discussed. It was ranked a close third choice across all demands and was selected as the first course of action to be taken by first termers for 54 demands.

Although asking an officer for help was the first recommended course of action for only one demand, overall it was ranked as the second choice of the NCOs. The first termers were much less inclined to select an officer as a source of assistance--never as a first course of action and sixth in preference across all demands.

Other enlisted members were never the first course of action recommended/ preferred, but were considered as a second or third choice for some demands.

Across all demands, this source of help was ranked fifth by the NCOs and fourth by the first term enlistees.

Two other possible sources of help which were presented as options to the respondents were very rarely selected by either first term soldiers or their NCOs. Family members and civilian friends were ranked eighth and ninth, respectively, by both soldiers and their supervisors and were never selected as the first course of action by either group.

2.7 Given limited resources (time, money, and personnel), which of the identified demands are of the highest priority to be addressed in future Life Coping Skills in USAREUR Project activities and by other programs?

In order to determine which of the 127 life role demands are of the highest priority to address in future project activities and in other programs, several selection criteria were developed. These criteria are that the demand be:

1. perceived to be from moderately to extremely important by all three groups: agency representatives, first term enlistees, and non-commissioned officers. Mean importance scores of 3.0 or above on the 5-point scale are needed to meet this criterion.
2. observed by agency representatives and NCOs to be faced by "about half" or more of first term enlisted personnel in USAREUR. Mean scores of 3.0 or above on the 5-point scale are needed to meet this criterion.

3. indicated to be faced between "sometimes" and "very often" by those first termers who have faced the demand at all. Again a mean score of 3.0 or above is needed to meet this criterion.
4. reported to be faced at least once by 50% or more of the first term enlistees sampled.

The extent to which each demand meets each of the criteria was determined through the use of the previously presented matrices. The demands which appear in the upper left quadrant of the matrix in Table 31 are those perceived by agency representatives to be the most important and faced by the most first termers. In a similar way, those in the upper left quadrant of Table 48 are those of high priority from the NCOs' point of view. Tables 49 and 50 present the dimensions of importance, frequency and numbers of first termers facing the demand at all from the perceptions of the first term enlistees. Thus, in order to meet all four of the above criteria, a demand must appear in the top left quadrant of each of the four matrices. Table 58 presents the tabulation of the matrices in which each demand appears in the priority cells.

Forty-four of the 127 demands appear in the top left quadrant of all four matrices, thus meeting the criteria to establish them as priorities. These demands are listed in Table 59, along with data regarding the ability of first termers to meet each demand. In the first two columns to the right of the demand statements are the mean scores of the perceptions of first termers of their own ability to meet each demand and of NCOs opinions of first termers' ability to meet the demand. Statistical differences in mean scores between NCOs and first term enlistees are indicated on the basis of t-value significances of  $p < .05$ ,  $p < .01$ , or  $p < .001$ . The means are based on

Table 58

Demand Appearance in Top Left Quadrant of Matrices  
(Agency, NCO, and First Termers)

<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/ How Many</u>	<u>FTE/ How Often</u>	<u># of Matrices</u>
1	Prepare a family budget.					0
2	Prepare a personal budget.	X		X	X	3
3	Follow safety procedures for the home.			X	X	2
4	Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.	X	X	X		3
5	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	X	X	X	X	4
6	Perform job tasks adequately.	X	X	X	X	4
7	Register to vote and request absentee ballot.		X	X		2
8	Save money.		X	X	X	3
9	Observe host nation traffic rules.	X	X	X	X	4
10	Utilize the services offered through the Educational Services Office.	X	X			2
11	Compare and select appropriate forms of transportation depending on situational needs.	X				1
12	Pass SQT/perform SQT tasks.	X	X	X	X	4
13	Know how to obtain emergency financial relief.			X		1
14	Obtain USAREUR driver's license.	X		X	X	3
15	Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	X	X	X	X	4

<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/</u> <u>How Many</u>	<u>FTE/</u> <u>How Often</u>	<u># of</u> <u>Matrices</u>
16	Utilize sponsor program effectively.		X			1
17	Apply for credit.			X		1
18	Become familiar with community resources of instruction for a new leisure skill.		X	X	X	3
19	Handle classified material correctly.			X	X	2
20	Transfer property legally.			X		1
21	Determine when a physical or psychological problem requires medical treatment.			X	X	2
22	Recognize the importance of tests and their effects and therefore give best effort on tests.	X		X	X	3
23	Use DPP effectively.					0
24	Be aware of provisions/consequences of economy rental contracts.					0
25	Communicate effectively with host nation military personnel.					0
26	Utilize best available currency exchange rates.	X	X	X	X	4
27	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	X	X	X	X	4
28	Apply proper first aid to a person suffering from drug overdose.					0
29	Acquire travelers checks.					0
30	Clarify educational goals.		X	X	X	3
31	Observe security regulations (telephone, SMLM).	X	X	X	X	4
32	Know when, how, and for what purposes to obtain power of attorney.			X		1
33	Find appropriate housing.					0
34	Communicate effectively with store personnel when shopping on the economy.	X	X	X	X	4

<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/ How Many</u>	<u>FTE/ How Often</u>	<u># of Matrices</u>
35	Acquire different physical and psychological health services, both military and local national.			X		1
36	Use banking facilities for deposit/withdrawal.	X	X	X	X	4
37	Utilize effective study skills, including locating a place conducive to study.		X	X	X	3
38	Interface effectively with NATO partnership unit.					0
39	Maintain balanced checking account.	X	X		X	3
40	Recognize when personal rights are violated or infringed upon and know appropriate recourse.	X	X	X	X	4
41	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	X	X	X	X	4
42	Adjust to overcrowded housing conditions.	X	X	X	X	4
43	Pay bills on time.	X	X	X	X	4
44	Maintain POV in safe operating condition.			X	X	2
45	Retain, apply and transfer knowledge and skills which have been learned.	X	X	X	X	4
46	Follow military dress code.	X	X	X	X	4
47	Understand legal consequences of contractual agreements.		X	X	X	3
48	Participate in unit sponsored recreational activities.	X				1
49	Acquire necessary immunizations for self and family.	X		X		2
50	Schedule time to take classes while also meeting on duty and off duty obligations.		X	X		2
51	Recognize uniforms/rank of NATO personnel.			X	X	2
52	Observe military and host nation rules and regulations concerning the ownership and care of pets.					0

<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/ How Many</u>	<u>FTE/ How Often</u>	<u># of Matrices</u>
53	Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	X		X	X	3
54	Use acceptable social skills with members of the opposite sex.	X	X	X	X	4
55	Follow parking regulations.			X	X	2
56	Participate in and meet the requirements of the Headstart Host Nation Program.	X	X			2
57	Utilize chain of command.	X	X	X	X	4
58	Understand rules and regulations governing marriage/divorce to include cross-national relationships.			X	X	2
59	Know how to plan a trip utilizing maps, schedules and tour or travel agencies.			X		1
60	Apply basic rules of physical hygiene, preventive medicine.	X	X	X	X	4
61	Choose/buy a car and register it.			X		1
62	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	X	X	X	X	4
63	Exhibit military bearing.	X	X	X	X	4
64	Respond appropriately to instances of discrimination by host nation citizens.		X	X	X	3
65	Develop tolerance/respect for the language, values and behaviors of host nation citizens.	X	X	X	X	4
66	Prevent or obtain treatment for venereal diseases.					0
67	ObeY military and German police.	X	X	X	X	4
68	Locate sources of accurate information about educational opportunities, services, and benefits.	X	X	X	X	4
69	Communicate effectively with superiors.	X	X	X	X	4



<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/ How Many</u>	<u>FTE/ How Often</u>	<u># of Matrices</u>
70	Observe military and host nation laws.	X	X	X	X	4
71	Recognize the use of recreational activities for self-realization, enhancing personal growth.	X	X	X	X	4
72	Maintain proper weight and level of physical fitness.	X	X	X	X	4
73	Keep records for income tax filing.	X	X		X	3
74	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).			X		1
75	Obtain "career" information.	X	X	X	X	4
76	Know individual rights within Army assignment system.	X	X	X	X	4
77	Persevere in attempts to communicate effectively with local nationals despite language barrier.	X	X	X	X	4
78	File income tax report correctly and on time.	X	X	X	X	4
79	Acclimate to an adult learning situation which differs from the traditional secondary school.	X	X	X		3
80	Complete requirements for promotion.	X	X	X	X	4
81	Share information concerning community resources with spouse/family.					0
82	Make a smooth cultural transition from CONUS to USAREUR.	X	X			2
83	Choose and acquire car insurance policy.			X		1
84	Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).		X	X	X	3
85	Respond appropriately to rental advertisements.					0

<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/ How Many</u>	<u>FTE/ How Often</u>	<u># of Matrices</u>
86	Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.		X	X	X	3
87	Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.					0
88	Establish and maintain effective work relationships with peers.	X	X	X	X	4
89	Utilize information about current cultural and sport events.			X	X	2
90	Use housing referral services.					0
91	Pay host nation utility bills on time.					0
92	Deal effectively with one's own emotional needs and problems.	X		X	X	3
93	Deal appropriately with sexual harrassment.			X	X	2
94	Effectively utilize individual and unit training opportunities.	X	X	X	X	4
95	Use postal services effectively.	X	X	X	X	4
96	Observe military family housing rules and regulations.					0
97	Use military shopping facilities.	X	X	X	X	4
98	Conserve energy at home/work and on the road.	X	X	X	X	4
99	Observe military barracks rules and regulations.	X	X	X	X	4
100	Use ration cards.	X	X	X	X	4
101	Observe anti-shoplifting laws.	X	X	X	X	4
102	Obtain added value tax relief.					0
103	Overcome negative attitudes of peers, supervisors and self toward education.	X		X	X	3

<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/ How Many</u>	<u>FTE/ How Often</u>	<u># of Matrices</u>
104	Recognize the information services available from your local library.			X	X	2
105	Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).		X	X	X	3
106	Use comparative shopping methods.		X	X	X	3
107	Recognize authorized/non-authorized solicitors.		X			1
108	Know what assistance is available through JAG legal services.	X	X	X		3
109	Know of educational opportunities for dependents.					0
110	Understand how to deal effectively with personal and family crises.	X	X	X	X	4
111	Use customer complaints procedures correctly.					0
112	Know how to contact local chaplain's office to obtain information about services and programs.	X				1
113	Purchase gas coupons.	X				1
114	Know how to order and pay for food and behave appropriately in restaurants on the economy.	X	X	X	X	4
115	Develop and utilize knowledge of geography estimates of time and distance for travel.		X	X	X	3
116	Recognize role of education in promotion/ advancement.	X	X	X	X	4
117	Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	X		X	X	3
118	Utilize variety of economy markets, bazaars, sales, etc.			X	X	2
119	Make choices about drug/alcohol use based on legal/health consequences.	X		X	X	3

<u>Demand #</u>	<u>Demand</u>	<u>Agency</u>	<u>NCO</u>	<u>FTE/ How Many</u>	<u>FTE/ How Often</u>	<u># of Matrices</u>
120	Avoid businesses known for deceptive practices.		X	X	X	3
121	Relate individual job to Army mission.	X	X	X	X	4
122	Obtain sales agreement in writing.			X		1
123	Provide proper family and child care.				X	1
124	Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.			X	X	2
125	Apply first aid procedures in response to accidents and emergencies.	X	X	X		3
126	Understand impact of current events on soldier in Europe.	X	X	X	X	4
127	Apply European measurements (clothing, weight, metric).					0
TOTALS		68	70	95		

Table 59

Life Role Demands which Meet the Criteria  
of Importance and Frequency,  
With Ability Data for Each

<u>Demand Number</u>	<u>Demand</u>	Perceptions of Current Ability of FTEs: Mean Ratings		% of FTEs "less than moderately well" able to meet demand	
		<u>FTE</u>	<u>NCO</u>	<u>FTE</u>	<u>NCO</u>
5	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	3.50	3.17	14.7	41.7
6	Perform job tasks adequately.	3.61	2.92*	36.4	33.3
9	Observe host nation traffic rules.	3.48	2.73	44.1	36.4
12	Pass SQT/perform SQT tasks.	3.64	3.20	12.1	30.0
15	Take safety precautions specific to the host nation environment (i.e., avoiding handling possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	3.54	3.42	37.1	33.3
26	Utilize best available currency exchange rates.	3.27	3.33	18.2	41.7
27	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	3.18	2.18**	20.6	63.6
31	Observe security regulations (telephone, SMLM).	3.66	2.62*	18.8	53.8
34	Communicate effectively with store personnel when shopping on the economy.	2.57	2.00	54.3	83.3
36	Use banking facilities for deposit/withdrawal.	3.09	2.55	37.5	45.5
40	Recognize when personal rights are violated or infringed upon and know appropriate recourse.	3.06	2.25*	37.1	58.3

Differences between FTE and NCO mean ratings is significant at:  
\*p<.05, \*\*p<.01, \*\*\*p<.001

<u>Demand Number</u>	<u>Demand</u>	Perceptions of Current Ability of FTEs: Mean Ratings		% of FTEs "less than moderately well" able to meet demand	
		<u>FTE</u>	<u>NCO</u>	<u>FTE</u>	<u>NCO</u>
41	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	2.72	2.09	53.1	72.7
43	Pay bills on time.	4.18	2.50***	20.6	50.0
45	Retain, apply and transfer knowledge and skills which have been learned.	3.59	3.18	20.6	36.4
46	Follow military dress code.	4.18	3.08**	18.2	30.8
54	Use acceptable social skills with members of the opposite sex.	3.65	2.55**	14.7	54.4
57	Utilize chain of command.	3.38	3.00	21.9	18.2
60	Apply basic rules of physical hygiene, preventive medicine.	3.64	2.90*	39.4	20.0
62	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	3.79	3.00*	12.1	61.5
63	Exhibit military bearing.	3.64	2.92	18.2	38.5
55	Develop tolerance/respect for the language, values, and behaviors of host nation citizens.	3.03	2.30	42.4	60.0
67	Obey military and German police.	4.06	3.46	11.8	27.3
68	Locate sources of accurate information about educational opportunities, services, and benefits.	3.09	2.91	28.1	27.3
69	Communicate effectively with superiors.	3.50	3.09	20.6	36.4
70	Observe military and host nation laws.	3.82	3.23	12.1	38.5
71	Recognize the use of recreational activities for self-realization, enhancing personal growth.	4.23	3.18	23.5	27.3

Differences between FTE and NCO mean ratings is significant at:  
 \*p<.05, \*\*p<.01, \*\*\*p<.001

Demand Number	Demand	Perceptions of Current Ability of FTEs: Mean Ratings		% of FTEs "less than moderately well" able to meet demand	
		FTE	NCO	FTE	NCO
72	Maintain proper weight and level of physical fitness.	3.91	3.10	15.2	30.0
76	Know individual rights within Army assignment system.	2.75	2.64	46.9	45.5
77	Persevere in attempts to communicate effectively with local nationals despite language barrier.	2.63	2.18	46.9	63.6
78	File income tax report correctly and on time.	3.44	2.10**	29.4	70.0
80	Complete requirements for promotion.	2.91	2.80	32.4	30.0
88	Establish and maintain effective work relationships with peers.	3.15	2.90	30.3	30.0
94	Effectively utilize individual and unit training opportunities.	3.03	3.20	33.3	20.0
95	Use postal services effectively.	4.00	4.23	3.0	7.7
97	Use military shopping facilities.	4.09	3.60	5.9	20.0
98	Conserve energy at home/work and on the road.	3.39	2.09**	22.6	63.6
99	Observe military barracks rules and regulations.	3.62	2.75	23.5	50.0
100	Use ration cards.	4.12	3.75	9.1	16.7
101	Observe anti-shoplifting laws.	4.23	3.75	11.4	25.0
110	Understand how to deal effectively with personal and family crises.	3.80	2.83**	11.4	41.7
114	Know how to order and pay for food and behave appropriately in restaurants on the economy.	3.24	1.91**	30.3	81.8
116	Recognize role of education in promotion/ advancement.	3.49	3.73	21.2	9.1
121	Relate individual job to Army mission.	3.44	3.00	14.7	25.0
126	Understand impact of current events on soldier in Europe.	3.12	3.17	35.3	50.0

Difference between FTE and NCO mean ratings is significant at:

\*p<.05, \*\*p<.01, \*\*\*p<.001

a 5-point scale with 1 = not at all well, 3 = moderately well, and 5 = extremely well.

The next two columns indicate first, the percentage of first term enlisted soldiers who indicated that they could meet the demand less than moderately well (less than 3.0 on the 5-point scale) and, second, the percentage of NCOs who indicated that the first term enlistees in their units could meet the demand less than moderately well. These statistics are taken from Tables 54 and 55 which present the total frequency distribution for each demand.

3.0 What services of USAREUR agencies/organizations are presently available to assist first term enlisted personnel in coping with the various aspects of everyday life?

3.1 What agencies/organizations currently provide services which are designed to assist soldiers, specifically first termers, in meeting the life role demands they face?

3.2 What kinds of services are provided by each agency: type of service (e.g., information, training or counseling) and area of service (e.g., health, financial or recreation)?

Agencies utilized by the first term enlistee were identified through several sources: the Life Coping Skills Conference, Community Life Support and other Army orientation publications, the resource persons who participated in the survey and the interviews of first term enlistees and NCOs. Most of the USAREUR agencies which offer services to soldiers appear in Table 8. Other agencies which were mentioned appear in Appendix K.



Agencies have been classified into agency types in accordance with their primary service function. Agency types include health (physical and psychological), legal, leisure, work, education and financial/consumer.

The Survey of Services elicited data from agency representatives concerning the type and areas of service provided by each agency. As might be expected, the vast majority of agencies perceive themselves as providing information (overall 93.2%). The second highest service selected was to provide counseling and advice with 80.5% of the respondents indicating that they provide this service. Table 14 presents the types of services provided by agencies overall and by agency type. In addition to providing information and counseling/advice, the provision of instruction/training is the primary function of both educational and work-related agencies, and a major type of service offered by all other types of agencies.

The major focus of the agency services matched the categories to which they had been assigned, i.e., consumer agencies provide financial service, leisure agencies provide recreation, etc. Table 15 provides a complete listing of agency responses concerning the areas of service provided by each agency type. Roughly half of the agencies provide military related information and services. Leisure agencies are the main source of information and services related to transportation. Other than legal agencies, few agencies offered citizenship services. Providing merchandise was also a smaller part of agency services since the majority of services were more information-centered.

A major purpose of this aspect of the investigation was to identify resources within USAREUR which assist soldiers to acquire the knowledge and

skills needed to cope with their new environment. It is apparent that a wide range of services are available to aid soldiers in all areas of everyday life, although some areas are addressed more extensively than others. The types of services most likely to enhance skill acquisition which will enable a soldier to meet life role demands on his or her own in the future are those which provide (a) information, (b) training, and (c) advise or counseling. These are, in fact, the types of services offered by the large majority of agencies surveyed.

3.3 What are the characteristics of the people who use the agency services (e.g., rank, voluntary vs. mandated, and on duty vs. off duty)?

The individual's served by each agency vary somewhat in rank and classification. Much of this variation in agency use may be attributed to the agency's proposed objectives, the nature of their services and the focus or target population. For example, Army Community Service has a goal of providing services to military families and some of their services are specifically for families. Similarly, medical care also includes dependents of military personnel, so the population from which the clientele is drawn is broadened. The major focus of this research was the first term enlistee.

In general, the largest single group served by USAREUR agencies is the first term enlistee. Referring to Table 18, first term service members comprise 31.8% of the clients served by the agencies responding to the questionnaire. First term enlistees were the largest proportion of clients

served by education agencies. Forty-seven percent of their users are first term enlistees and 20.6% E-4 or below, not first term enlistees, for a total of 86.6% enlisted personnel. The total percentage of agency utilization by enlisted personnel varies from 50% to 80% with first termers comprising roughly one-fourth to one-half of this number.

Agency services are utilized primarily on a voluntary basis (overall 78.0%). Table 20 presents the information concerning Use of Services by Clients, by Agency Type. Interestingly, legal, education, and work agencies include a large percentage of mandated clients, 31.7%, 37.2%, and 43.6%, respectively, even though the majority of their client participation is voluntary. In the case of legal agencies, the mandated contacts include required conferences concerning any judicial or non-judicial action. Within the sphere of education, Basic Skills Education classes and Headstart/Language classes may also be mandated.

That soldiers make use of 75% of the services during on duty hours reflects the fact that the majority of agencies are available on a regular, scheduled basis only during duty hours (including lunch time). Those services which are used by a larger percentage of soldiers during off duty time are those available to them at those times--education and leisure.

- 3.4 How many first term enlisted personnel use the services provided by the agencies?
- 3.5 How often do those who use the services at all make use of the agencies?

As many as 91.4% of the first term enlistees (for the APO) and as few as 3% (for the Child Care Center) reported having used the various agency services. The agencies which had been used at least once by the most soldiers (at least 75%) were those concerned with common financial/consumer needs (AAFES, Banking facility, Commissary, Finance Office) and day-to-day leisure and recreation needs (Gymnasium, Recreation Center/services, Stars and Stripes Bookstore, and the EM Club). The Education Center and the APO were also used at least once by 75% or more of the first term enlistees.

On the other hand, the agencies used by the fewest first term enlistees (less than 20%) were those related to emergency or crisis situations (AER, CDAAC, Mental Hygiene Clinic and Red Cross) or those concerned with the needs of children (Child Care Center and Dependent Schools). The low percentage of first term enlistees ever having used Vehicle Registration is consistent with the small number of soldiers owning cars.

The perceptions of the NCOs regarding the number of first term service members who used agency services tended to parallel the findings from the soldiers themselves. Some discrepancies did occur. For example, NCOs underestimated the number of first termers who use the Commissary, the Education Center, the Library, and Recreation Center/services while they overestimated the numbers who use the Dental Clinic and the Red Cross. The NCOs also differed among themselves regarding the use first termers make of the agencies. It may be that only their perceptions vary or that there are actual variations in the use soldiers make of agency services which are related to unit location and/or type, MOS, command characteristics or other unique aspects of a unit.

### 3.6 What are the reasons for infrequent use or non-use of agency services?

Three sources of information were tapped in order to learn why soldiers do not use the services of a given agency. First, the perceptions of agency representatives were solicited. Next, first term enlistees and NCOs were consulted.

From the perspective of agency representatives, the primary reason for non-use was that soldiers may be unaware of/uninformed about agency services. In approximately one-half of the situations, those soldiers not utilizing the agency were perceived as not needing the service. Concern about problems once recognized somehow harming the career of the service member was evident in the responses of health, legal and consumer agencies (one-third to one-half). Approximately half of the health, leisure and consumer agencies felt that other sources of information and/or assistance supplanted the need for their services. Fifty-four percent of the education agencies cited other reasons for non-use, many of which involved conflicts with duty obligations and other time-related problems.

Generally, the responses of first term enlistees and NCOs mirror the perceptions of the agency respondents. Again, the top reasons for non-use of agency services were that first termers are unaware of or uninformed about agency services or that they do not need the services. There are, of course, variations among agencies as to the reasons for non-use or infrequent use. Some exceptions include the NCO perceptions of reasons for non-use. For example, the NCOs viewed a concern about the Army finding out their problems as the primary reason for non-use of CDAAC. Having

heard negative remarks about a service also inhibited use, particularly in the case of Banking facilities, AAFES, Housing Referral Office, CDAAC and Finance Office. Table 41 presents a detailed account of the reasons cited by NCOs for first term enlistees non-use of agencies. The reasons cited by first term enlistees are found in Table 44.

### 3.7 What are the opinions regarding the effectiveness or satisfaction with the services provided by the agencies?

The opinions of the effectiveness of agency services were obtained from agency representatives completing the Survey of Services. First term enlistees and NCOs were also asked their perceptions of the effectiveness of agency services. On the whole, agency personnel reported that their actual effectiveness matches closely their reputation, with almost 60% believing they are very effective and have excellent reputations. Less than 5% perceived themselves to be less than moderately effective and to have less than good reputation.

Less than half of the agencies received mean satisfaction ratings of 3.0 (moderately satisfactory) or above from the first term enlistees. A few more than half of the agencies received mean ratings of 3.0 or above from the NCOs. No agency received as high as a 4.0 (quite satisfactory) from either group. It appears that there may be discrepancies between what agencies perceive their effectiveness/reputation to be and their clientele's opinions of their services. These discrepancies, however, may be due partially to differences in the scales by which agency personnel and NCOs and first term enlistees rated effectiveness/satisfaction. The agency

representatives responded on a 4-point scale. Their means were converted to a 5-point scale in order to make them comparable with the means of the NCOs and first termers who had rated the services on a 5-point scale. While the NCOs and first termers had a mid-point as an option, the agency representatives did not. This may account for some of the differences among ratings. Approximately one-half of the agencies surveyed do not collect information concerning their clients' opinions of and attitudes toward their agency. Such information may prove valuable to agency personnel in their efforts to evaluate their programs.

3.8 How do agencies attempt to inform soldiers of their services, and how do soldiers, in fact, learn about their services?

Agencies utilize a variety of methods to inform first term enlistees of their services. Every agency uses multiple means to "advertise": formal and informal, print and other media; and on a continuous, rather than one-shot basis. Almost every agency (90%) informs soldiers of its services during in-processing, and a large percentage of first termers indicated that they had, in fact, learned about many agencies during in-processing. Agency representatives, recognizing that less formal channels of communication are often very effective, cited commanders/NCOs and other soldiers as major sources of information for soldiers. This was corroborated by the first termers' self-report that these were the actual sources of the information they had received about many agencies. Other methods utilized by agencies were cited less frequently as the means by which soldiers had learned about their services.

In spite of the diverse, multiple approaches taken by agencies to inform soldiers of their services, many first term enlistees remain uninformed. More than half of the soldiers surveyed did not know about the services provided by several agencies. The services of agencies such as the Learning Resource Center, the USO, and Kontakt were unfamiliar to almost half of the soldiers questioned. Yet many of these soldiers probably participated in the same in-processing activities as those soldiers who indicated they had learned about the services during in-processing.

The data which were collected from agency personnel, NCOs and first term enlistees in response to several questions suggests that both formal and informal methods are useful in conveying information about services, that despite the use of widespread, multiple "advertising" techniques, large numbers of soldiers are unaware of services which might prove valuable to them, and that this lack of information deters soldiers from seeking help from sources which address their problems.

### 3.9 What role do NCOs take vis a vis the agencies and the first term enlistees for whom they are responsible?

Consistent with other information obtained from NCOs, they indicated that they would take an active role in serving as a mediator between a soldier in need of help and an agency which provides the needed services. Seeking help from USAREUR agencies was one of the most highly recommended courses of action after seeking help from an NCO. When the responses concerning the specific role NCOs take vis a vis the agencies are looked at together with the priority/sequence of recommended courses of action, it is clear that



while NCOs believe that their assistance should be sought first, they do not consider that they can fulfill all of the soldiers' needs. They would, in many cases, take some kind of action which would lead the soldier to a USAREUR agency for help. The action may be to provide information about the agency, which a large majority of the NCOs would do with respect to almost every agency. This may be all that they do, or they may go beyond this and send or take the soldier to the agency. In the cases of six agencies, 75% or more of the NCOs surveyed would send the soldier to the agency. Those agencies cited include the Basic Skills Education Program, Dental Clinic, Education Center, Library, Red Cross, and Thrift Shop. Assuming a more active role, NCOs would take the first term soldier to an agency in some cases. Those agencies noted by more than half of the NCOs include Army Community Service, Commissary, CDAAC, Education Center, Finance Office, High School Completion Program, Mental Hygiene Clinic, Military Police, Red Cross, Reenlistment/Career Counselor, Vehicle Registration.

One final intervention which might be made by NCOs involves contacting the agency which provides the needed services, i.e., actually informing the agency of the soldier's need for services. Four agencies were identified by more than half of the NCOs--Army Community Service, BSEP, Dependent Schools, and Reenlistment/Career Counselor.

In very few instances did any NCOs indicate that they would not take an active role in assisting a soldier to make use of an agency's services. In those rare cases, the NCOs who selected a negative response believed that the soldier should see the first sergeant or commander, that the particular agency would not help, or that another agency would be more helpful.

The self-report data from the NCOs were corroborated to some extent by the information collected from the first term enlistees. NCOs were cited by the first termers as one of the major ways in which they learn about agency services. Yet, as discussed previously, large numbers of soldiers do not know about available services and/or have never made use of the services although they believe themselves to be less than moderately well able to meet life role demands which are addressed by one or more agencies. The actual involvement of NCOs as an intermediary between soldiers and agencies and the consequences of that involvement are not evident from the data of this study.

3.10 What is the relationship between the USAREUR agencies and the life role demands identified in 2.0; which demands are addressed by the agencies; and which agencies are recommended/preferred as a course of action when the individual demands can't be met?

Agency representatives reviewed the list of life role demands and indicated for which of the demands their agency provides specific aid to first term soldiers. NCOs and first term enlistees indicated the courses of action they would recommend/pursue if the life role demands could not be met. Among the choices presented to them was seeking help from a USAREUR agency. When this option was selected, respondents were asked to write in the name of the specific agency to which they would go for help in meeting the particular demand. Appendices J and K provide the demand by demand and the agency by agency findings concerning the relationship between demands and agencies.

Every one of the 127 demands is addressed by at least one agency and several are included in the services provided by as many as ten to thirteen agencies. Approximately 85% of the demands are addressed by four or more agencies according to the information obtained from agency representatives. There was, however, a lack of consensus among representatives of the same agency from different locations as to the demands which their agency addresses.

A look at several agencies which had a larger number of representatives responding to the survey (N = 15 or more) illustrates this lack of agreement. At least one ACS representative indicated that each of 77 of the 127 demands is addressed by ACS; however, for only eleven demands did 50% or more of the ACS personnel indicate that aid is provided by their agency. Similarly, at least one Education Center representative indicated that each of 69 demands is addressed by the Education Center, but only 28 were cited by 50% or more of the Education Center respondents. For many agencies the sample of representatives was too small to make any generalizations. Several hypotheses might be proposed, however. Perhaps, (a) agencies have not clarified their goals/objectives; (b) agency personnel are not aware of the objectives of their agency; or (c) agencies which operate in more than one location address varying demands at different sites.

Although most of the demands are addressed by several agencies, the use of agency services as a course of action when a demand cannot be met is not the primary recommendation/preference for very many demands. Additionally, some agencies which provide related services were never or rarely mentioned by NCOs or first termers while a few agencies were mentioned much more frequently than were others (e.g., Education Center and Legal Assistance/JAG).

When an agency was stated as a recommended or preferred course of action, it was by a relatively small percentage of respondents (less than 25%). The first term soldiers were less inclined to consider the use of agency services than were the NCOs to recommend their use. Demands which were stated in terms directly comparable to the names of agencies were those for which agency use was most frequently cited. For example, 58% of the NCOs recommended seeking help from the Education Center as a course of action when a soldier is not able to make the best use of educational opportunities and 69% of the NCOs and 30% of the first termers cited the Housing Referral Office as a source of help when soldiers have problems finding appropriate housing.

As mentioned in an earlier section, there were numerous instances in which NCOs and/or first termers named an agency as a course of action for a demand which the agency representatives did not include among the demands that they address. For other demands, some NCOs and first termers selected seeking help from a USAREUR agency as a course of action, but were unable or did not name a specific agency. Thus, it appears that the potential clientele of many agencies may not be aware of the agencies' existence, the general types of services available, or the specific assistance which can be obtained. Misinformation about where one can go for help in meeting various life role demands can cause false expectations to be unfulfilled when anticipated services are not received and, consequently, result in negative attitudes toward/opinions of the agencies. These experiences and attitudes, in turn, may discourage future attempts to seek help from agencies when life role demands can't be met.

3.11 What are the problems agencies have in delivering their services and the problems first term enlistees have in using the services?

From the Survey of Services, several problems in delivering services were identified by agency representatives. The problems cited most frequently (by almost half of the respondents) concerned obtaining and retaining qualified staff members and the related issue of personnel turnover. Lack of adequate resources--funds, facilities, time, etc.--was noted by approximately 40% of the agency representatives. A low level of support from commanders and the community, in general, was perceived by one-fourth of the participants as hampering the delivery of their services. These problems focus on the effects conditions within the agency, and within the community it serves, have upon how well an agency can provide services to its clientele.

Another category of problems centered around the agency's clientele. Their lack of knowledge, misinformation, negative personal attitudes and negative peer pressure present problems for agency personnel. Other clients experience conflicts with duty times and responsibilities when they attempt to use the services.

The problems which first termers have in trying to avail themselves of an agency's services became apparent from responses from agency representatives and from interviews with NCOs and first term enlistees. All agree that a major difficulty is conflict with duty time and assignments. Apparently, lunch hours and release from duty for limited periods during duty hours are not sufficient for soldiers to make use of the available services. A number of other issues are related to this primary problem. One concerns the type

and level of support a soldier gets from his superiors. Soldiers may be discouraged from using or actually denied access to an agency, particularly if its services are only available during duty hours. Limited time in which to utilize services is compounded by the distances between duty site and agency location and the lack of adequate transportation between these points. Conflicts occur even when services are available during off duty hours. Guard duty and field exercises, for example, interfere with a soldier's use of education and leisure agencies.

Prior discussion focused on reasons for non-use or limited use of an agency's services. Some of the factors which may deter soldiers from using an agency at all may also cause problems when they attempt to utilize the services. Problems arise when soldiers go to an agency with inaccurate or incomplete information about what to expect or do not have the knowledge and/or skills to select, apply for, and benefit from the available services. The role of attitudes was cited by agency personnel and NCOs. Attitudes which soldiers have about themselves, the Army, and/or the agency in question will influence their use of the services with negative attitudes, of course, causing problems for them and the agency personnel. These factors concern characteristics of the individual soldier which hinder his or her effective utilization of an agency's services. Soldiers need specific knowledge, skills and attitudes to avail themselves of the services which will assist them to cope with the demands they face.

A final set of factors pertain to characteristics of the agency primarily from the perspective of the first term. Many specific instances were mentioned of the amount of red tape and bureaucratic paperwork required,

the negative attitudes and/or lack of skill or knowledge on the part of agency personnel, the heavy workload which puts pressure upon agency personnel and affects the quality of service, and the less than adequate facilities and equipment available to clients. These were cited by soldiers in discussing problems they have had in using services and reasons they rarely make use of some agencies.

#### SUMMARY

The investigation discussed in this report sought to answer a set of questions concerned with coping and adaptation in USAREUR. The findings provide an operational definition of adaptation in terms of observable, measureable indicators. From the perspective of individuals who interact regularly with first term enlistees, indicators which differentiate between adaptors and non-adaptors have been identified. The approach taken to study "coping" focused upon the identification of the life role demands faced by soldiers in Europe. The perceptions elicited from agency representatives, NCOs and first termers were used to determine which of a pool of 127 demands faced by first term enlistees are of highest priority to address in subsequent activities, especially in curriculum, instruction/training, and assessment efforts. These priorities were based upon the perceived importance of each demand and estimates of the number of soldiers who are confronted with each demand and the frequency with which they are faced by the demand. The data obtained concerning the ability of first termers to meet the life role demands remain to be confirmed by objective assessment of soldier performance.

The investigation of the USAREUR agencies which are available to first term enlistees attempted to provide a broad picture of the types of services

provided and an analysis of the use first termers make of the agencies. The generalizations that have been made about agency services pertain to the composite of all types of agencies across USAREUR and not to specific agencies at given locations. The constraints imposed by sampling limitations (sample size and derivation) and the subjective nature of the information collected prohibit evaluation of specific services. Rather, the data have been analyzed, discussed, and displayed to provide a summary of existing services. These summaries suggest areas for further research and indicate possible courses of action to be taken by agency personnel and others concerned with assisting soldiers in coping with life in USAREUR.



Appendix A

Orientation Packet Sent To  
Conference Participants

For an explanation of the following pages,  
please refer to Page 10 in the body of the report.



DEPARTMENT OF THE ARMY  
U. S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES  
FIELD UNIT — USAREUR  
APO NEW YORK 09403

PERI-OE

20 January 1981

TO: The Commander/Supervisor of  
Name/Rank: \_\_\_\_\_  
Job Title and Location: \_\_\_\_\_

FROM: William W. Haythorn, Ph.D. *WWH*  
Chief, Army Research Institute for the Behavioral  
and Social Sciences, USAREUR Field Unit

SUBJECT: Participation by the above-named individual at the Life Coping  
Skills in USAREUR Conference

1. \_\_\_\_\_ has been invited to participate in the Life Coping Skills in USAREUR Conference to be convened by the Human Resources Research Organization (HumRRO) on February 9-10, 1981, at the Mannheim Officers' Club.
2. This conference is one activity of a HumRRO project sponsored by the USAREUR Army Continuing Education Services (ACES) under contract with the Army Research Institute. The project's goals are: (1) to identify the life coping skills needed by first-term enlistees in order to successfully adapt to the USAREUR environment, (2) to determine the extent to which the skills are possessed by first-term enlistees, (3) to review existing programs which address life coping skills and adaptation to USAREUR, and (4) to develop and try out a pilot instructional program for one aspect of life coping.
3. In addition to the value the conference will have for the HumRRO staff in facilitating an understanding of the demands faced by first-term enlistees in USAREUR and of current efforts which assist them in meeting these demands, benefits will also result for the participating organizations/agencies. Conference participants will have the opportunity to interact with other individuals representing a wide range of USAREUR organizations and agencies concerned with successful adaptation of first-term enlistees to USAREUR. Information obtained from this conference and subsequent Life Coping Skills Project activities will be of value to participating agencies in the areas of needs assessment, program planning, training, and evaluation.
4. The prospective participant has received an informational packet about the project and the conference. If you have any questions or comments, please contact me at 2131-8330.

HUMAN RESOURCES RESEARCH ORGANIZATION

HQ, USAREUR and 7th Army  
ODCSPER (ARI), Box 429/789  
APO, New York 09403

Thank you for agreeing to participate in the HumRRO Life Coping Skills in USAREUR Conference to be held on February 9-10 at the Mannheim Officers' Club. Enclosed are materials which will provide information about the project's goals and activities and about the conference in particular. We anticipate that your involvement in the conference will facilitate our understanding of the demands faced by first-term enlistees in USAREUR and of current efforts to assist them in meeting those demands.

If you have any questions before the conference, please call us at (2131) 8325/6386.

Sincerely,

Rosemary Dawson, Ed.D.  
Research Scientist

RD:oh

Enclosures: Confirmation Form  
Conference Information  
Summary from Coping and Adaptation: Theoretical  
and Applied Perspectives  
Project Objectives

CONFIRMATION OF CONFERENCE PARTICIPATION

Please complete this page and return  
it in the enclosed addressed envelope

I, \_\_\_\_\_, plan to attend the Life Coping Skills  
(Name)

in USAREUR Project Conference on February 9-10, 1981, at the Mannheim Officers'

Club. Should I not be able to attend, \_\_\_\_\_, will  
(Name)

attend as my alternate.

Participant's  
Name: \_\_\_\_\_ Rank: \_\_\_\_\_ Job  
Title: \_\_\_\_\_

Duty Location: \_\_\_\_\_

Mailing Address: \_\_\_\_\_ Military  
Phone  
No.: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Alternate's  
Name: \_\_\_\_\_ Rank: \_\_\_\_\_ Job  
Title: \_\_\_\_\_

Duty Location: \_\_\_\_\_

Mailing Address: \_\_\_\_\_ Military  
Phone  
No.: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Billeting Information

\_\_\_\_\_ I will not require billeting.

\_\_\_\_\_ I will require billeting for \_\_\_\_\_ Sunday, February 8

\_\_\_\_\_ Monday, February 9

HumRRO  
Life Coping Skills in USAREUR Project  
Conference Information

DATE: Monday, 9 February 1981 0800 - 1630  
Tuesday, 10 February 1981 0800 - 1200

LOCATION: Mannheim Officers' Club  
Benjamin Franklin Village  
(See attached map and directions)

PARTICIPANTS: 40-50 representatives of USAREUR agencies/organizations which interact with first-term enlisted soldiers both on and off duty, and members of the Life Coping Skills in USAREUR Project staff.

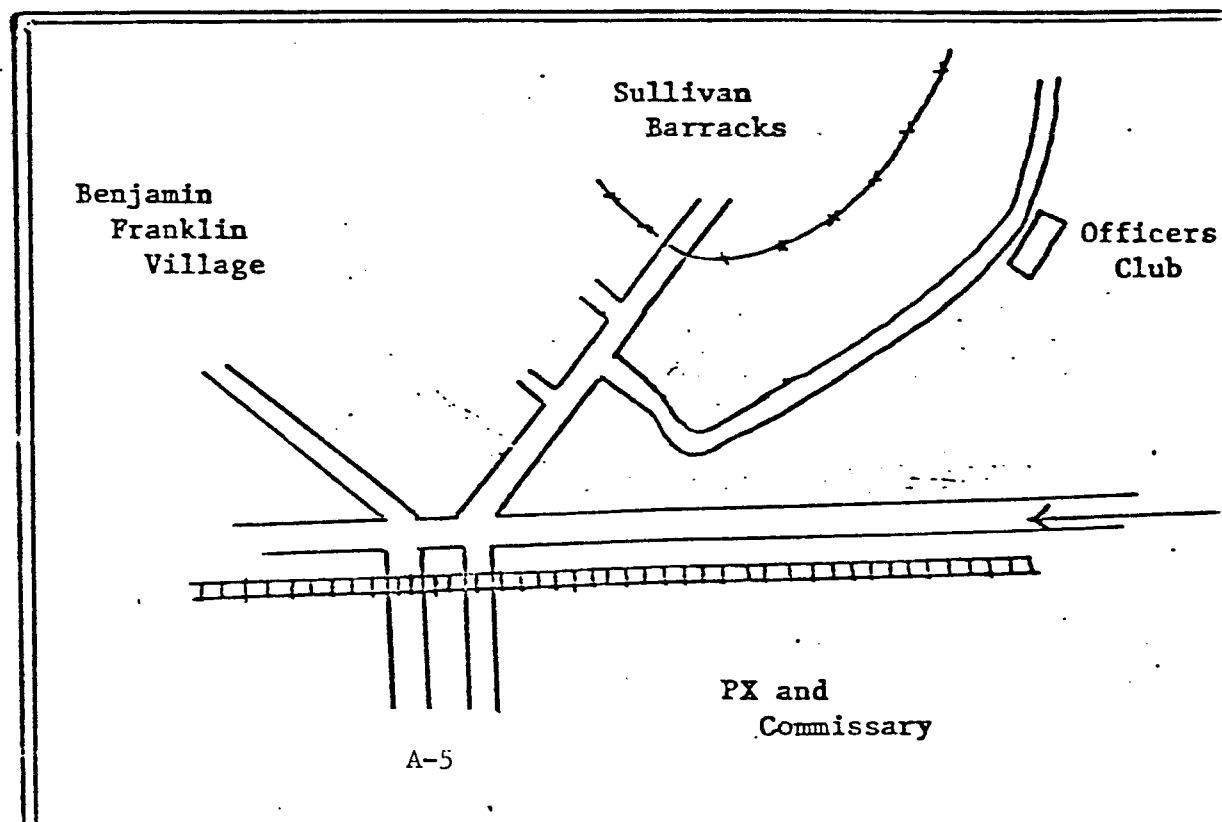
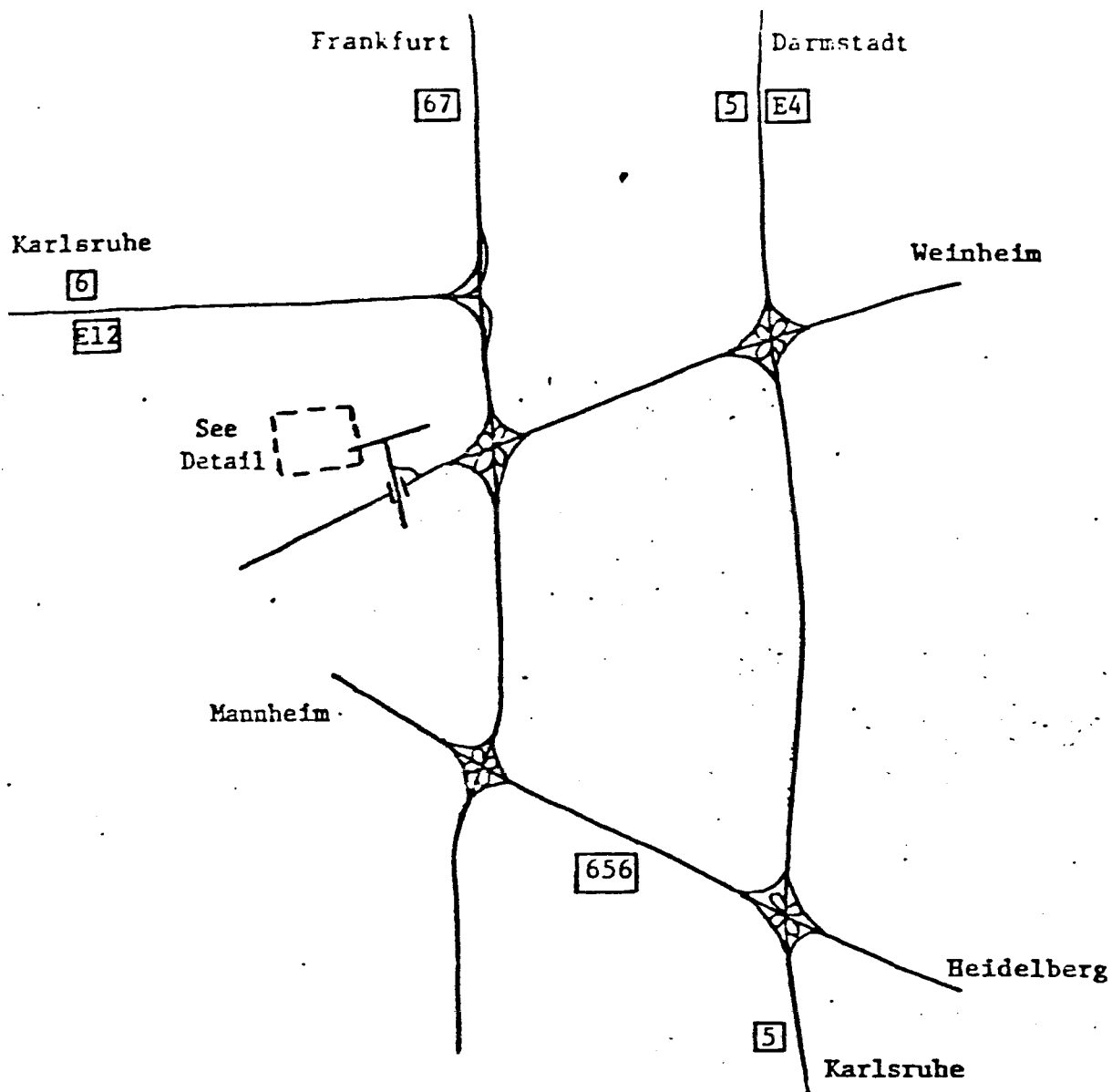
PURPOSES: To collect information which will assist in answering the following questions:

1. What are the demands that most commonly must be met by first-term enlistees in order for them to adapt successfully to USAREUR?
2. What problems are encountered by first-term enlistees in meeting the demands they face?
3. What are the criteria and/or indicators of successful adaptation to USAREUR?
4. What organizations/agencies within USAREUR currently attempt to assist first-term enlistees in coping with demands which face them? How are their services delivered?

ACTIVITIES: Six 1-1/2 hour sessions will be conducted. These will include small group, large group and individual activities which will be facilitated by members of the project staff. Participants will be able to present their ideas in an open-ended manner and also to react to the ideas generated by project staff and conference participants.

FURTHER INFORMATION: If you have questions, please contact one of the project staff at 2131-8325/6386.

Dr. Richard Miller, Director  
Dr. Batia Sharon  
Dr. Rosemary Dawson  
Ms. Kathy Brooks  
Ms. Wendy McGuire



HumRRO  
Life Coping Skills In USAREUR Project

Key Points from  
Coping and Adaptation: Theoretical and Applied Perspectives

From the time first-term enlistees step off the plane in Frankfurt until they end their tour overseas, they are confronted with a multitude of demands, many of which are new and difficult. How well these soldiers are able to cope with the diverse aspects of military life in Europe, both on and off duty, has profound implications for the Army as a whole. Research strongly suggests that soldiers' ability to cope effectively with everyday life affects the extent to which they adapt to their new environment, problems of retention and performance, and consequently the level of mission readiness.

When first-term enlistees arrive in USAREUR, they are bombarded with new multiple demands, among which are:

- becoming more familiar with military life after only a brief period of basic training and advanced individual training in CONUS.
- integrating one's self into the new unit both on and off duty.
- acquiring MOS-related skills not learned in BCT and AIT which will be required within the new unit.
- orienting one's self to living in a foreign country which involves learning about that country's culture, language, customs, services, life styles and currencies.
- learning about and making use of agencies and organizations within USAREUR which will assist in the areas of housing, medical and dental care, financial matters, family and child care services,

recreational pursuits, education, legal assistance and various other situations faced by soldiers.

- handling the emotions, particularly the stress, which accompany abrupt changes in one's life (e.g., movement to a new geographic location, separation from family and friends and entering a new work environment).

Throughout the first-term in USAREUR, new demands are made of the soldier both on and off duty. These demands are not independent of each other. How well a soldier is able to cope with off-duty situations impinges upon how well that soldier is able to meet on-the-job requirements and vice-versa.

More attention has been given to the immediate problems soldiers face when they arrive in USAREUR than to the kinds of demands likely to occur during the rest of the tour overseas. Of course, the kinds of demands outlined above which initially confront the soldiers will continue. Others might include:

- forming and maintaining friendships and working relationships.
- acquiring skills needed to pass SQTs and advance to higher skill levels.
- accomplishing tasks required for promotion.
- deciding whether or not to reenlist.
- engaging in community activities--both American and German.
- conducting one's life within the institutional requirements of the military and of German law.
- meeting the usual needs related to citizenship, family, health, finances, consumerism, etc. which may be modified by the uniqueness of USAREUR.
- beginning the adjustment process related to leaving USAREUR.



It can be seen from even a cursory look at the context of a first-term enlistee's life in USAREUR that many demands confront the soldier throughout the tour overseas. The ability to meet these demands is dependent upon the individual's repertoire of knowledge, skills and affective attributes (values, interests, dispositions, etc.) and the degree to which the person can select, integrate, and apply those personal resources consistent with the requirements of the demand.

A soldier who has a limited range of skills and affective attributes from which to draw in order to cope with the barrage of requirements within USAREUR is less likely to adapt successfully to the environment from which those demands are emanating. The soldier must be assisted in the acquisition of the vital life coping skills which, in turn, would facilitate successful adaptation to USAREUR and, as a result, possibly reduce the problems associated with retention and performance which negatively influence the Army's preparedness.

Coping is shaped and affected not only by personal skills and attributes, but also by the particular situations in which the demands occur. The situation includes physical, social, cultural and organizational characteristics, particular requirements, demands or tasks the individual has to meet, as well as prescribed means, i.e., resources, and ways to meet the demands. The dynamics of coping consist of:

- (a) the individual's response to what are perceived to be the demand situations and the prescribed resources and solutions to meet the demands;
- (b) the environment's response to the individual's own coping behavior.

The main components or stages of the coping process which takes place when an individual is faced with a specific demand situation are shown in Figure 1. They are:

# COPING BEHAVIOR

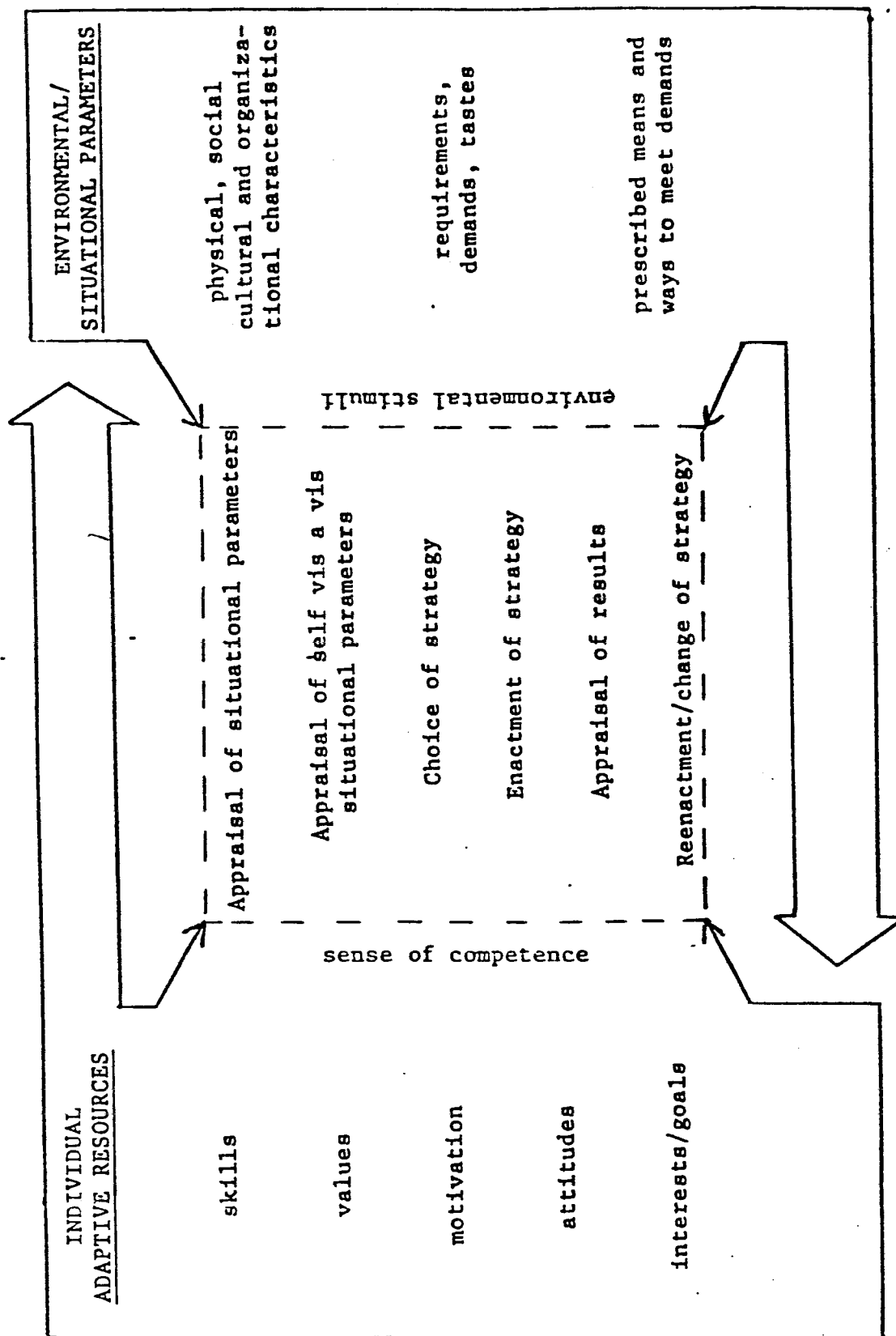


Figure 1: Individual-Environment Interchange: Coping Behavior

1. appraisal of self, environment or situation, and demand;
2. choice of strategy to deal with the demand, based on appraisal;
3. enactment of strategy: instrumental to meeting the demand, i.e., problem solving, and/or defense to reduce stress;
4. appraisal of results of enactment;
5. reenactment or change of strategy.

As the individual appraises both the environment or situation and his/her ability to meet the environmental demand, stress, anxiety, or tension may be experienced by that individual if:

- the situational demand is difficult or impossible to meet;
- individual or environmental resources are not known, are non-existent or are perceived to be inadequate;
- the demand is not recognized or is assessed as not requiring a response, and, therefore, is not met; if the environment responds to the individual who has not met the demand with punishment and other forms of enforcement, such a response may threaten the individual.

Under such conditions the individual may choose to deal with the stress, that is, to try to reduce it. In this event the individual does not meet the demand at all or meets the demand while or after the stress is reduced. It is also possible that the individual meets the demand but is unable to reduce the stress. Another possibility is that neither the demand nor the stress are adequately dealt with and the individual may succumb to the stress and stay in a disruptive emotional state.

Successful coping occurs when the demand has been met without disruptive emotional effects. Furthermore, for coping to be successful, each one of the

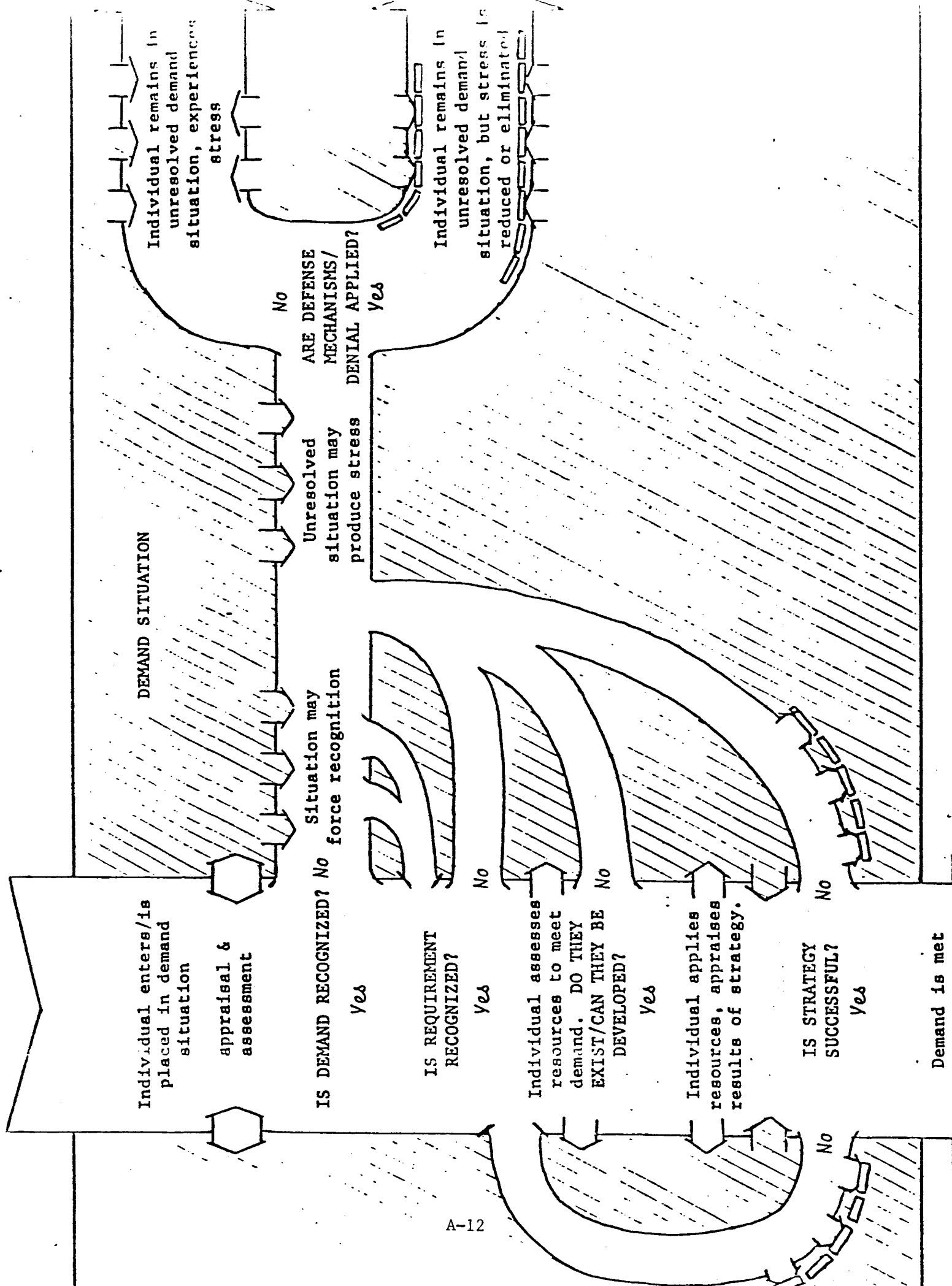
stages in the coping process must be effectively performed. Figure 2 presents the model of the coping process. It depicts the stages through which the individual goes while coping with a specific demand situation.

At each stage of the process, some condition has to be met to assure successful coping:

(a) In the appraisal of the situation, the demand has to be recognized. If it has, the individual assesses personal and environmental resources to meet the demand. If the demand has not been recognized, it will not be met. The environment may enforce recognition. The unresolved situation is likely to produce stress and lead to the enactment of defense strategies to reduce the stress and/or it will redirect the individual to recognize the demand.

(b) In the assessment of resources, the individual has to accurately perceive whether resources are available and adequate. If resources are available and perceived to be adequate, the individual has to apply resources to meet the demand. If resources are unavailable or inadequate, stress is likely to occur and the individual, if unable to summon new resources, is likely to use defense strategies to reduce stress or will succumb to the stress and remain in a disruptive emotional state.

(c) In the enactment of strategy and appraisal of results, the problem has to be solved; that is, the demand has to be met effectively and stress controlled or eliminated. If the problem has been solved and stress (if it occurred at all) has been controlled, the individual has successfully coped with the specific situation, and is likely to reenact the strategy in similar situations in the future. If the problem has not been solved because of ineffective enactment of strategy, or because of the enactment of an inappropriate strategy, the individual should reappraise the situation and



choose another problem solving strategy which is perceived to be appropriate to the situation. If no other problem-solving strategy can be applied, stress may increase and the individual may choose to deal with the stress or may succumb to it. By using defense strategies without solving the problem, i.e., not meeting the demands, the individual also creates additional barriers to solving the problem effectively. For example, denying the problem, rejecting its existence or importance, or discarding the need to solve the problem, makes it not only more difficult for the individual to recognize the problem for what it is, but also may bring on environmental response which may result in punitive actions, "rehabilitative" treatments and ultimately the removal of the individual from the environment. If removal is not desired by the individual, not only will stress increase, but also negative ramifications to the individual's future may occur.

As was indicated previously, successful coping occurs when the individual meets a demand effectively, without experiencing a disruptive level of anxiety.

Through successful coping the individual

- (a) maintains, or increases, a sense of self-worth;
- (b) maintains rewarding, effective interpersonal relationships, and
- (c) maintains a sense of well-being.

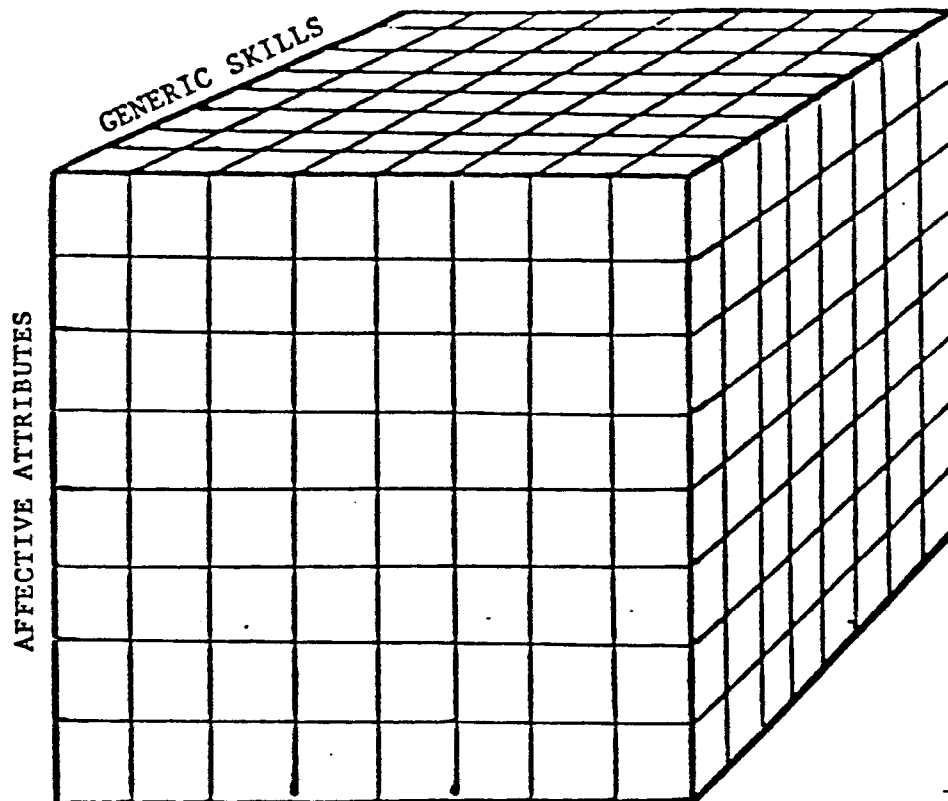
Moreover, through successful coping with all or with the most crucial demands which the environment requires the individual to meet, successful adaptation is most likely to occur.

From the model of the coping process, it is apparent that throughout the process an individual must possess a wide range of skills and a variety of affective attributes if the process is to result in successful coping. At each stage, from the appraisal of the situation to the utilization of one

or more coping strategies, the person must draw upon personal resources. Functional competency refers to the person's possession of the skills and affective attributes needed to meet the demands imposed by the environment as well as the ability to select, integrate and apply those skills and affective attributes in a manner which allows the demand to be met.

In order to graphically represent the major components of functional competency, a tentative three-dimensional model is proposed for use in the Life Coping Skills in USAREUR Project. The three dimensions of the model in Figure 3 are the same main elements contained in the Model of the Coping Process (Figure 2). The characteristics and parameters of the given situation confronting the individual are of major concern within the Model of Coping Process. The situation presents the person with certain life-role demands. These life-role demands can be categorized within domains. We wish to identify domains specific to the life-role demands of the first-term enlistee in USAREUR. Some possible classifications are presented in Figure 3. The conference and future project activities will seek to verify or, perhaps, modify and expand upon these domains. Having identified domains of life-role demands, it will then be possible to inventory specific situational demands within each category.

To proceed through the life coping process successfully, an individual must have a repertoire of skills from which to select, integrate and apply the skills needed to meet the particular demand. These skills comprise the second dimension of the Model of Functional Competency. There are domains of generic skills which should be among the individual's personal resources. The usual school-related cognitive skills needed for effective communication and computation are included. However, other cognitive classifications such



USAREUR LIFE ROLE DEMANDS

SOME POSSIBLE DOMAINS OF:

<u>USAREUR LIFE ROLE DEMANDS</u>	<u>GENERIC SKILLS</u>	<u>AFFECTIVE ATTRIBUTES</u>
Consumer	Reading	Values
Health (physical & psychological)	Writing	Attitudes
Soldier/Worker	Speaking	Motivations
Citizen	Listening	Interests
Recreation	Computation	Emotions
Education	Psychomotor	
Family	Problem Solving	
Social	Decision Making	
	Creative	
	Interpersonal	

Figure 3: USAREUR Life Coping Skills Project  
Tentative Model of Functional Competency



as problem solving and decision making, as well as domains to include interpersonal manual skills need to be considered. When the domains of generic skills have been identified, specific skills can be delineated in a systematic manner. The third dimension is composed of domains of what have been termed affective attributes. These include the values, motivations, dispositions, etc. which serve to facilitate successful coping. They are crucial components of functional competency. Rather than leave them implicit, they are given explicit importance in this model of functional competency. Again, the domains listed in Figure 3 are merely exemplary of those to be identified later in the project.

These models which have been developed based upon a review of the literature will provide a framework for activities designed to accomplish the objectives of the Life Coping Skills in USAREUR Project.

HARRKO  
Life Coping Skills in USAREUR Project

Objectives

1. Review of the Literature

To review the literature on topics related to the identification of life coping skills crucial to first-term enlistees' successful adaptation to USAREUR. This review was completed in Coping and Adaptation: Theoretical and Applied Perspectives. This report provides a theoretical framework, models of the coping process and of functional competency, a review of civilian and military studies related to life coping, and recommendations for future project activities.

2. Inventory of Life Coping Skills in USAREUR

To identify the life coping skills required by first-term enlistees in USAREUR in order to meet the demands they commonly encounter in the areas of health (physical and psychological); leisure/recreation (including education); work; finances and consumerism; and law and citizenship.

3. Life Coping Skills in USAREUR Assessment

To select/develop assessment items which will then be administered to a sample of first-term enlistees in order to determine the extent to which first-term enlistees in USAREUR possess life coping skills.

4. Relationship between Coping Skills and Adaptation to USAREUR

To determine the relationship between possession of life coping skills and the extent to which first-term enlistees successfully adapt to USAREUR based on data obtained from the assessment of life coping skills and measures derived from criteria of successful adaptation to USAREUR.

5. Review of Existing Life Coping Skills Programs

To review and critique current efforts within USAREUR which assist first-term enlistees in coping with the demands they face.

6. Pilot Instructional Program

To develop and try out a pilot instructional program designed to assist first-term enlistees with an aspect of life coping skills which has been determined to be important, lacking among large numbers of first-term enlistees, and not adequately addressed by existing programs.

## Appendix B

### Conference Participant and Facilitator Materials

For an explanation of the following pages,  
please refer to Page 13 in the body of the report.

HUMAN RESOURCES RESEARCH ORGANIZATION  
LIFE COPING SKILLS IN USAREUR

Conference Agenda  
9-10 February 1981

Monday, February 9, 1981

8:00-8:30 Registration and Coffee

8:30-10:15 Session #1 - General

- Greetings and Introductions Dr. Richard Miller
- Keynote Address: Dr. Thomas Sticht  
Adult Functional Competence:  
Bridging Education and Training  
for Readiness
- Overview of Project Ms. Kathy Brooks
- Model of Coping Process Dr. Batia Sharon
- Model of Functional Competency Dr. Rosemary Dawson
- Plan of the Conference Ms. Wendy McGuire

10:15-10:30 Break

10:30-11:30 Session #2 - Small Groups (A)

- Introduction of Group Members
- Identification of criteria/indicators of  
successful adaptation to USAREUR

11:30-1:00 Lunch

1:00-2:30 Session #3 - Small Groups (B)

- Introduction of Group Members
- Identification of USAREUR-specific life-  
role demands faced by first-term enlistees

2:30-2:45 Break

2:45-4:15 Session #4 - Small Groups (B)

- Analysis of the life-role demands  
identified in Session #3

4:15-4:30 - Summary of today's activities

- Plan for tomorrow

Tuesday, February 10, 1981

8:00-8:30          Coffee/Informal Discussion

8:30-10:00        Session #5 - General

- Reactions to indicators/criteria of  
"successful adaptation to USAREUR"
- Rating of life-role demands according  
to importance to "successful adaptation  
to USAREUR"

10:00-10:15       Break

10:15-11:45       Session #6 - General

- Survey of Services

11:45-12:00       Closing Remarks

# HUMAN RESOURCES RESEARCH ORGANIZATION

HQ, USAREUR and 7th Army  
ODCSPER (ARI), Box 127 1287  
APO, New York 09403

9 February 1981

Good Morning!

Welcome to the Life Coping Skills in USAREUR Conference! The HumRRO project staff members are looking forward to a profitable 12 hours today and tomorrow during which your active involvement will be greatly appreciated.

You and the other participants were invited to attend because of your knowledge and expertise related to a particular aspect of the life coping needs of first-term enlistees. YOU are the primary resource at this conference!

We hope that in addition to assisting us in achieving the objectives of the conference, you will enjoy interacting with the representatives of other USAREUR organizations and agencies and will gain insights of value to you personally and professionally.

Again, thank you for giving us your valuable time! If you have any questions or comments during the conference, please speak with one of us.

Sincerely,



Richard L. Miller, Ph.D.  
Project Director

Project Staff:  
Kathy Brooks  
Rosemary Dawson, Ed.D.  
Wendy McGuire  
Batia Sharon, Ph.D.

HELP GUESTS COPE

Stress coping

# How to cope with too little time — and too many meetings

Coping Mechanisms

Human Adjustment to an Exotic Environment: The clear Submarine

Coping with Unusual Stress:

In **Coping** With Life ... On The Run." Dr. Sheehan, cardiologist, noted author, marathoner and philosopher has become the nation's leading spokesman on why a good state of physical fitness is essential to being able to cope with the everyday challenges and problems in business and industry.

Some people survive even the horrors of a concentration camp, while others cannot cope with everyday problems without falling apart, mentally or physically.

**cope** (kōp) *intr.v.* **coped**, **coping**, **copest**. 1. To contend or strive, especially on even terms or with success. Used with *with*. 2. *Informal*. To contend with difficulties and act to overcome them. See Usage note. [Middle English *colpen*, to contend with, join in battle with, from Old French *couper*, to strike, from *coup*, a blow, from Late Latin *colpus*, from Latin *colaphus*, from Greek *kolaphos*. See *kol-* in Appendix.]  
Usage: *Cope*, employed without *with* and its specific object, is still most appropriate to informal usage: A successful applicant must be able to cope. The example is acceptable in formal writing to only 43 per cent of the Usage Panel.

Coping with Life Crises

Coping With Bedtime

Coping With Death

Women should decide if they can cope with being single parents while their husbands are in the field. Some can take it and some can't.

**MANAGER UNDER PRESSURE**, a penetrating, 17-minute film, is the focal point of a two- to four-hour program which will develop in your managers the ability to cope with stress. The *Leader's Guide* and *Participant's Handbooks* form the basis for an

active learning session which will challenge individuals to analyze the pressure situation of the typical manager shown in the film and to apply sound problem-solving techniques to their own stressful situations.

**SURVIVING THE BREAKUP: HOW CHILDREN AND PARENTS COPE WITH DIVORCE**  
By Judith S. Wallerstein and Joan Berlin Kelly  
Basic Books, \$18.50

**COPING MORE EFFECTIVELY WITH LIFE**  
Julius F. Epstein  
This book is a variety of personal skills that can help us live more effectively with life. Says the author of "Effective Coping: Self-control and fantasy to use aggression, cope, self-control, and fantasy to combat daily problems." #20210

But some stairwell wives don't cope as well as

**cope** *v.* *to contend or strive* [see *cope*, *cope*, *MF* *couper* to strike, cut off, cut, *fr.* *OF*, *fr.* *couper* blow, *fr.* *LL* *colpus*, *fr.* *L* *colaphus* blow, the fist, *fr.* *Gk* *kolaphos* buffet; akin to *Gk* *klaō* to break, *to cut*; *fr.* *HALT*] *w* *I* *aw*; *struck*, *right* 2 *a*; to maintain a fight or combat; *usu.* on even terms or with success — *coped with with* (how effectively he can ~ with local law-enforcement agencies — D.W. Maurer) 3 *a*; to face or encounter and to find necessary expedients to overcome problems and difficulties (he died before the war. He couldn't have *coped* with it — Rose Thurnham) — often used with *with* (~ intelligently ~ with weighty problems of public policy — C.H. Grandgent) (*trich*: *ME*, *encouter* ~ *fr* *I* *aw*; to meet in combat (the yesterday *coped* Hector to the battle — Shak.) 2 *obs* (to come in contact with; *ME*, *3* *obs*; *WATON* (three thousand deaths due unto the Jew we freely ~ your courteous pains withal — Shak.) *SYN* see *CONTEST*

HumRRO  
LIFE COPING SKILLS IN USAREUR

SUCCESSFUL ADAPTATION TO USAREUR  
WORKPAGE



Soldier "A", in your opinion, has successfully adapted to the USAREUR environment. What words and phrases would you use to describe Soldier "A"? What behaviors, attitudes, and other indicators can be observed in Soldier "A"? Jot your ideas in this column.



Soldier "B", in your opinion, has not successfully adapted to the USAREUR environment. What words and phrases would you use to describe Soldier "B"? What behaviors, attitudes, and other indicators can be observed in Soldier "B"? Jot your ideas in this column.



HumRRO  
LIFE COPING SKILLS IN USAREUR

Suggestions for Survey Participants

Please list below the names of people and organizations to which you think a Survey of Services should be sent. Give locations and mailing addresses if possible.

HumRRO  
LIFE COPING SKILLS IN USAREUR

Conference Evaluation

THIS EVALUATION IS ANONYMOUS, SO DO NOT INCLUDE YOUR NAME.

Directions: Read each statement below. Indicate the extent to which you agree or disagree with each statement by circling the abbreviation in the right-hand column.

SA = strongly agree  
A = agree  
N = neutral  
D = disagree  
SD = strongly disagree

- |  |    |   |   |   |    |
|--|----|---|---|---|----|
| 1. The objectives of the conference were clear to me.  | SA | A | N | D | SD |
| 2. The conference was well planned and organized.  | SA | A | N | D | SD |
| 3. The keynote address was a thought-provoking introduction to the conference.                         | SA | A | N | D | SD |
| 4. The techniques used to generate and evaluate the ideas were effective.                              | SA | A | N | D | SD |
| 5. The small group leaders did a good job of facilitating the brainstorming and discussion sessions.   | SA | A | N | D | SD |
| 6. The conference participants in my group were knowledgeable in their respective areas.               | SA | A | N | D | SD |
| 7. I enjoyed interacting with the other conference participants.                                       | SA | A | N | D | SD |
| 8. I had satisfactory opportunity to contribute my ideas.  | SA | A | N | D | SD |
| 9. I will benefit personally/professionally from attending this conference.                            | SA | A | N | D | SD |
| 10. My organization/agency will benefit from my attendance at this conference.                         | SA | A | N | D | SD |
| 11. The first-term enlistee in USAREUR will benefit from the results of this conference in the future. | SA | A | N | D | SD |
| 12. I am interested in knowing the results of the conference.  | SA | A | N | D | SD |
| 13. I would like to be involved in future activities of the Life Coping Skills in USAREUR Project.     | SA | A | N | D | SD |
| 14. Other comments about the conference or project: (please use back of page)                          |    |   |   |   |    |

HumRRO  
LIFE COPING SKILLS IN USAREUR CONFERENCE

Facilitators' Guidelines

Monday, February 9

APPROXIMATE  
TIME

TASKS AND GUIDELINES

8:00-8:30

REGISTRATION

- Greet people as they come in
- Check off their names on the roster
- Give name tags to those not in uniform
- Give each person the packet which has been prepared on an individual basis
- Point to coffee area

8:30-10:15

SESSION #1 - GENERAL

8:30-8:45	Opening Remarks	- Dr. Miller
8:45-9:15	Keynote Address	- Dr. Sticht
9:15-9:30	Overview of Project	- Ms. Brooks
9:30-9:45	Overview of Coping Process	- Dr. Sharon
9:45-10:00	Overview of Functional Competencies	- Dr. Dawson
10:00-10:15	Plan of the Conference Assignment to rooms/A Groups	- Ms. McGuire

10:15-10:30

COFFEE BREAK

At 10:25, move people toward their A group areas

10:30-11:30

SESSION #2 - SMALL GROUPS (A)

Identification of criteria/indicators of  
successful adaptation to USAREUR

10:30-10:40

Introduction of Group Members

This group will be working together for the rest of  
the morning, so let's take a few minutes to get to know

one another. Please tell us your name, where you are from in USAREUR, and a little about your job. Can we begin with you (name a person) and proceed around to me.

10:40-10:50

#### Introductory Remarks by Facilitator

The term "successful adaptation to USAREUR" has been used several times in our description of the objectives and activities of the Life Coping Skills Project. We have suggested, on the basis of our review of the literature, that successful adaptation to USAREUR is dependent upon a soldier's repertoire of life coping skills and is related to levels of retention and performance on the job. As we have used the term this morning, it is likely that each of you has pictured in your mind a particular soldier who you believe has successfully adapted to USAREUR. Perhaps you have also thought of some of the first-term enlistees who you would identify as being less than successful in adapting to their new environment. One of our project tasks is to identify the criteria for successful adaptation. Just what are the indicators that a soldier has adapted to USAREUR? What are his or her characteristics? What behaviors can be observed to be present? or to be absent? What affective attributes does the soldier possess? That is, are there some values, attitudes, motivations or dispositions which distinguish between the soldier who does adapt successfully and the one who does not?

When we answer these questions and attempt to describe "successful adaptation to USAREUR", it is important to keep in mind that our responses will be based upon our personal, cultural and institutional values. What one person views as "successful" may differ from another's ideas of success. For this reason, we are asking a wide range of individuals--the 30 or 50 participants at this conference, about 500 respondents in a mailed survey, and a sample of first-term enlistees themselves--what they think comprises the criteria or indicators of successful adaptation to USAREUR. The ideas generated by conference participants in small groups today will be reacted to by all participants tomorrow. This information then will be used to design the questions which will be posed in later surveys.

In order to obtain your ideas about successful adaptation, we will conduct a brainstorming session. Many of you are familiar with this technique already. Let's go over the rules briefly--there are several rules people find difficult to adhere to!

1. Do not evaluate your own ideas or any one else's ideas. This means positive as well as negative remarks. (If people say "Good!" or "Fine idea!" to some ideas but not to others, this is a form of evaluation.)

2. Think divergently. Be creative. Toss out ideas as they come to you.
3. Piggyback on what other people say. Let their ideas trigger your ideas.
4. Avoid lengthy discussion of an idea. State it concisely.
5. Try to generate as many ideas as possible.

Are there any questions about these rules for brainstorming? (Answer any questions.)

In order to collect your ideas, we will record what you say in two ways. First, we will need to have a recorder who will write each idea on the large chart paper. This person will serve as recorder for this session only. Is there a volunteer? (Pause) Thank you. \_\_\_\_\_ will be the recorder. To be certain that we collect all of your ideas, we want to tape record the small group sessions. The comments recorded will remain anonymous beyond this conference. Does anyone object to the use of the tape recorder? (Hopefully, not!)

Now, to our task! Often when we try to list characteristics which are indicative of a certain type of person, it is useful to also list those characteristics which identify the exact opposite type of person. We can then distinguish between the two types. So, will each of you now picture in your mind two soldiers. One soldier is an excellent example of a first-term enlistee who has successfully adapted to USAREUR. The other soldier has not been very successful in this regard. Take a few minutes before we begin brainstorming to jot down any ideas which come to you on the page in your packet titled "Successful Adaptation to USAREUR." What is it about Soldier "A" that would indicate to you that he/she has successfully adapted? What is it about Soldier "B" that would indicate to you that he/she has not successfully adapted? Just write words and brief phrases, if possible. Are there any questions? (Answer any questions.) Take 5 minutes before we start brainstorming.

10:50-10:55      Pause 5 minutes for individual work.

10:55-11:25      Brainstorming

It is time to start our group activity. I will serve only to facilitate the session--perhaps to keep things moving or to remind you of the rules for brainstorming. \_\_\_\_\_ is ready to record the first idea.

You may state ideas related to either Soldier "A" or Soldier "B" and \_\_\_\_\_ will record it on the corresponding chart paper.

Facilitate brainstorming for 30 minutes.

- monitor adherence to rules
- monitor way in which ideas are recorded
- try to get each member to participate
- try to control any monopolizers

At the end of the time limit or when the group has exhausted its ideas:

Well, you have certainly come up with quite a laundry list of criteria! Let's look them over to see if there are any changes in wording you'd like to make. Or perhaps some combinations of similiar ideas. How can we refine these lists? (Spend about 10 minutes.)

You may not all agree with each item included in your group's list. That's okay for now. Each of you--in fact, every conference participant will react to these ideas and the ideas generated by the other groups tomorrow morning.

You came up with valuable ideas regarding adaptation to USAREUR and we are now all focusing on the first-term enlistee. After lunch we will turn our attention to the specific demands which commonly must be met if a soldier is to adapt successfully. You will be meeting with a different group of participants during the afternoon. Look in your packet to see where your B group will meet. Please be there promptly after lunch at 1:00.

11:30-1:00

LUNCH

1:00-2:30

SESSION #3 - SMALL GROUPS B

Identification of USAREUR-specific life-role demands faced by first-term enlistees

1:00-1:05

Introduction of group members  
(Same as for Session #2)

1:05-1:10

Introductory remarks by facilitator:

For the first part of this afternoon, we are going to identify the specific demands commonly faced by first-term enlistees. This group's focus will be in the area of \_\_\_\_\_ . The other groups will each cover one of the areas of health (physical and psychological), financial and consumer, leisure and recreation, education, legal and citizenship or soldier/worker. (Delete your group's area from list.) If time permits, this group may also list demands in any of the other areas.

We would like you to think about the specific demands commonly encountered by soldiers in USAREUR. The demand you state does not have to be something every soldier must be able to do, but it should be one which is frequently faced by first-term enlistees. Again, we want you to think freely and divergently. Don't evaluate your ideas today. Tomorrow morning all conference participants will react to all of the ideas generated by each of the task groups.

We need a new recorder for this session. Who is willing to do this? Thank you, (name). We will be tape recording this session also.

We have compiled a list of possible sub-areas within our major area of concern. These may trigger some thoughts. We want you to go beyond this list, as well. Your task is to identify the specific demands faced by first-term enlistees in your area. Don't think only of the ones which seem to be troublesome. Let's come up with a comprehensive list of demands. First, we'll try to get all our ideas out. Then we can go back and refine them.

In your packet of materials, you will find some pages titled, "Demands Faced by First-term Enlistees in USAREUR." Some of the possible sub-areas have been listed with space for you to jot down specific demands under each topic. There is also space for you to write demands which don't fall under the listed sub-areas.

Please take 10-15 minutes to write down the ideas that come to your mind. Then we will work as a group to list demands.

1:10-1:20 Participants work independently on workpage. (After approximately 10-15 minutes, continue.)

1:20-2:20 Brainstorm and Discussion

Now, let's take each sub-area one at a time and list the demands you think are commonly encountered by first-term enlistees.

Facilitate this process for approximately 45-60 minutes. Take up to break time if necessary.

1. Use the chart paper labeled with each of your group's sub-areas.
2. Use our "seed list" if the group has difficulty.
3. Control monopolizers; get everyone to participate.

4. Watch the time; pace it so all of the sub-areas are covered.

\*If your group cannot complete the task before break, you may continue in the next session.

2:20-2:30      If you have time remaining before break, continue:

Let's look over our lists to see if there are any modifications we'd like to make--additions, substitutions of words, etc.

Take until break (2:30-2:45).

2:30-2:45      BREAK

Same groups (B) reconvene in same locations after break.

2:45-4:15      SESSION #4 - SMALL GROUPS (B)  
Analysis of life-role demands

\*If your group did not complete their task from the previous session (identification of demands), continue with that activity until they are finished. Then continue:

2:45-2:50      Introductory remarks by facilitator

Let's look at some of the specific demands in our list and start to analyze them. Some of the things we might consider are:

1. What knowledge and skills does a soldier need in order to meet this demand?
2. What are some of the affective attributes which help a soldier in meeting this demand? Are there certain attitudes, values, motivations and so forth which seem to be needed?
3. What problems do first-term enlistees have in meeting this demand?
  - a. problems within the individual?
  - b. problems within the environment
    1. e.g., characteristics of physical, social, cultural or organizational situation
    2. lack of sources of assistance, support, etc.



I've put up our list of demands. We can start with any one of them and toss out as many ideas as the group has on it before moving on to any other demand. We will analyze only the number of demands time will permit. So don't feel rushed to complete them all.

Who will be recorder for this session? \_\_\_\_\_,  
we'll use separate chart papers for each demand.

Which demand has triggered some ideas related to needed skills and affective attributes and problems?

Facilitate this activity until 4:15. Do not expect to analyze more than a few of your demand statements.

4:15-4:30

#### Summary of Today's Activities

During the three small group sessions today many ideas have been generated. We now have a great deal of information about criteria of successful adaptation and the specific demands faced by first-term enlistees. The HumRRO project staff thanks you for the way in which you applied yourselves to the tasks. As we had anticipated, you proved to be valuable resources to our efforts.

#### Plan for Tomorrow

In the morning we will meet as a general session again throughout all of the activities. Each of you will have the opportunity to react to all of the ideas presented by the small groups today. We also will ask you to complete a survey about the services offered by your organization/agency. Are there any questions or comments about today's activities or the plan for tomorrow? (Answer any questions.)

4:30

#### ADJOURNMENT

Tuesday, February 10

APPROXIMATE  
TIME

TASKS AND GUIDELINES

8:00-8:30

COFFEE AND INFORMAL DISCUSSION

8:30-10:00

SESSION #5 - GENERAL SESSION

Good morning!

We hope that most of you were able to relax yesterday evening after a hard day of brainstorming. We spent the evening putting together the ideas generated by the small groups. These ideas have been printed so that each of you can react to all of the ideas. We will spend the first part of this morning on an activity which has two parts. Part I concerns your reactions to the criteria of successful adaptation which were suggested yesterday. Let's go over the directions for this part. (Read the directions from Part I of the form.) Are there any questions? (Answer any questions.) We'll look right away at the directions for Part II which includes the demands commonly faced by first-term enlistees in USAREUR. The directions are: (Read the directions.) Are there any questions?

You have until 10:00 to complete this activity. If you have a question as you work through the questionnaire, one of us will try to answer it.

10:00-10:15

BREAK

10:15-11:45

SESSION #6 - GENERAL SESSION  
Survey of Services

Our last task is to gather information about organizations/agencies which assist soldiers--first-term enlistees, in particular--in meeting the demands they encounter in USAREUR. Each of you represents an organization or agency which provides services to or interacts in some way with first-term enlistees. Our goal is to review existing efforts designed to assist soldiers in relation to the specific life-role demands on the list you used earlier this morning. We need to identify areas in which services are non-existent or inadequate. One of these areas will be selected as the topic for an instructional program to be developed and pilot tested by the Life Skills in USAREUR Project staff this year.

In addition to the information we obtain from you today, the questionnaire will be mailed to approximately 500 other individuals throughout USAREUR who represent organizations and agencies which assist first-term enlistees.

Please complete the questionnaire according to the printed directions. Although the survey has gone through several revisions, there may still be items that need clarification, that are ambiguous or that are difficult to respond to. As you go through the survey, please write directly on the page any questions, comments or suggestions related to the items.

A separate page asks you to list the names and locations of any organizations, agencies or individuals you think we should send the Survey of Services to.

Please take until 11:45 to complete the survey. If you have any questions, ask one of us.

11:45-12:00

CLOSING REMARKS

Conference Evaluation

- Dr. Miller

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Demands Faced by First-Term Enlistees in USAREUR

Work page for Soldier/Worker

Training

Standards of Conduct

USAREUR Mission

Career Planning

Promotion

Pay, Leave, Etc.

Morale

Work Habits/Attitudes

Unit Cohesiveness

Others

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Demands Faced by First-Term Enlistees in USAREUR

Work page for Financial/Consumer

Financial:

Banking

Money Management

Credit

Consumer:

Transportation

Housing

Communication

AAFES/Commissary

Economy Purchases

Financial:

Currencies

Services

Taxes

Insurance

Other

Consumer:

Comparative Shopping

Services

Catalogue Buying

Deceptive Practices

Other

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Demands Faced by First-Term Enlistees in USAREUR

Work page for Legal/Citizenship

Legal:

Host Nation Laws

Citizenship:

Voting

Passport/Customs

Taxes

Legal Services

Rights



Legal:

Military Police

USAREUR Regulations

Equal Opportunity/Race Relations

Marriage/Divorce

Other

Citizenship:

Responsibilities

Current Events

Other

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Demands Faced by First-Term Enlistees in USAREUR

Work page for Health

Physical:

Safety and First Aid

Psychological:

Self-Awareness

Health Services/Insurance

Interpersonal/Social

Prevention of Illness

Adjustment Problems

Physical:

Sex

Family & Child Issues

Maintaining Health (Nutrition,  
Hygiene, Fitness)

Other

Psychological:

Community Resources

Stress Management

Religious/Spiritual Needs

Drugs & Alcohol

Other

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Demands Faced by First-Term Enlistees in USAREUR

Work page for Education

Services/Opportunities

Non-Credit Courses

EM below 8th Grade Level

Educational Benefits

EM between 9th-12th Grade Level

Learning

EM above 12th Grade Level

Other

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Demands Faced by First-Term Enlistees in USAREUR

Work page for Leisure/Recreation

Host Nation Language and Culture	Recreational Facilities	Travel/Transportation
Music/Cultural Activities	Sports/Athletics	Hobbies/Crafts
Clubs and Organizations	Religious and Social Activities	Other

Appendix C

List of Life Role Demands

For an explanation of the following pages,  
please refer to Page 13 in the body of the report.

# List of Life Role Demands

1. Prepare a family budget.
2. Prepare a personal budget.
3. Follow safety procedures for the home.
4. Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.
5. Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.
6. Perform job tasks adequately.
7. Register to vote and request absentee ballot.
8. Save money.
9. Observe host nation traffic rules.
10. Utilize the services offered through the Educational Services Office.
11. Compare and select appropriate forms of transportation depending on situational needs.
12. Pass SQT/perform SQT tasks.
13. Know how to obtain emergency financial relief.
14. Obtain USAPEUR driver's license.
15. Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).
16. Utilize sponsor program effectively.
17. Apply for credit.
18. Become familiar with community resources of instruction for a new leisure skill.
19. Handle classified material correctly.
20. Transfer property legally.
21. Determine when a physical or psychological problem requires medical treatment.
22. Recognize the importance of tests and their effects and therefore give best effort on tests.
23. Use DPP effectively.
24. Be aware of provisions/consequences of economy rental contracts.

25. Communicate effectively with host nation military personnel.
26. Utilize best available currency exchange rates.
27. Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.
28. Apply proper first aid to a person suffering from drug overdose.
29. Acquire travelers checks.
30. Clarify educational goals.
31. Observe security regulations (telephone, SNLM).
32. Know when, how, and for what purposes to obtain power of attorney.
33. Find appropriate housing.
34. Communicate effectively with store personnel when shopping on the economy.
35. Acquire different physical and psychological health services, both military and local national.
36. Use banking facilities for deposit/withdrawal.
37. Utilize effective study skills, including locating a place conducive to study.
38. Interface effectively with NATO partnership unit.
39. Maintain balanced checking account.
40. Recognize when personal rights are violated or infringed upon and know appropriate recourse.
41. Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.
42. Adjust to overcrowded housing conditions.
43. Pay bills on time.
44. Maintain POV in safe operating condition.
45. Retain, apply and transfer knowledge and skills which have been learned.
46. Follow military dress code.
47. Understand legal consequences of contractual agreements.
48. Participate in unit sponsored recreational activities.
49. Acquire necessary immunizations for self and family.
50. Schedule time to take classes while also meeting on duty and off duty obligations.
51. Recognize uniforms/rank of NATO personnel.



52. Observe military and host nation rules and regulations concerning the ownership and care of pets.
53. Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.
54. Use acceptable social skills with members of the opposite sex.
55. Follow parking regulations.
56. Participate in and meet the requirements of the Headstart Host Nation Program.
57. Utilize chain of command.
58. Understand rules and regulations governing marriage/divorce to include cross-national relationships.
59. Know how to plan a trip utilizing maps, schedules and tour or travel agencies.
60. Apply basic rules of physical hygiene, preventive medicine.
61. Choose/buy a car and register it.
62. Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).
63. Exhibit military bearing.
64. Respond appropriately to instances of discrimination by host nation citizens.
65. Develop tolerance/respect for the language, values and behaviors of host nation citizens.
66. Prevent or obtain treatment for venereal diseases.
67. Obey military and German police.
68. Locate sources of accurate information about educational opportunities, services, and benefits.
69. Communicate effectively with superiors.
70. Observe military and host nation laws.
71. Recognize the use of recreational activities for self-realization, enhancing personal growth.
72. Maintain proper weight and level of physical fitness.
73. Keep records for income tax filing.
74. Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).
75. Obtain "career" information.
76. Know individual rights within Army assignment system.
77. Persevere in attempts to communicate effectively with local nationals despite language barrier.

78. File income tax report correctly and on time.
79. Acclimate to an adult learning situation which differs from the traditional secondary school.
80. Complete requirements for promotion.
81. Share information concerning community resources with spouse/family.
82. Make a smooth cultural transition from CONUS to USAREUR.
83. Choose and acquire car insurance policy.
84. Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).
85. Respond appropriately to rental advertisements.
86. Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.
87. Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.
88. Establish and maintain effective work relationships with peers.
89. Utilize information about current cultural and sport events.
90. Use housing referral services.
91. Pay host nation utility bills on time.
92. Deal effectively with one's own emotional needs and problems.
93. Deal appropriately with sexual harassment.
94. Effectively utilize individual and unit training opportunities.
95. Use postal services effectively.
96. Observe military family housing rules and regulations.
97. Use military shopping facilities.
98. Conserve energy at home/work and on the road.
99. Observe military barracks rules and regulations.
100. Use ration cards.
101. Observe anti-shoplifting laws.
102. Obtain added value tax relief.
103. Overcome negative attitudes of peers, supervisors and self toward education.

104. Recognize the information services available from your local library.
105. Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).
106. Use comparative shopping methods.
107. Recognize authorized/non-authorized solicitors.
108. Know what assistance is available through JAG legal services.
109. Know of educational opportunities for dependents.
110. Understand how to deal effectively with personal and family crises.
111. Use customer complains procedures correctly.
112. Know how to contact local chaplain's office to obtain information about services and programs.
113. Purchase gas coupons.
114. Know how to order and pay for food and behave appropriately in restaurants on the economy.
115. Develop and utilize knowledge of geography estimates of time and distance for travel.

116. Recognize role of education in promotion/ advancement.
117. Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.
118. Utilize variety of economy markets, bazaars, sales, etc.
119. Make choices about drug/alcohol use based on legal/health consequences.
120. Avoid businesses known for deceptive practices.
121. Relate individual job to Army mission.
122. Obtain sales agreement in writing.
123. Provide proper family and child care.
124. Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.
125. Apply first aid procedures in response to accidents and emergencies.
126. Understand impact of current events on soldier in Europe.
127. Apply European measurements (clothing, weight, metric).

## Appendix D

Draft Versions of Three Agency Instruments:  
Survey of Services, Criteria of Adaptation,  
and Life Role Demands

For an explanation of the following pages,  
please refer to Page 14 in the body of the report.

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LIFE COPING SKILLS IN USAREUR

Criteria of Successful Adaptation to USAREUR

(Part I of Survey of Services)

Directions: Indicate in the left-hand column how each of the following characteristics affects adaptation to USAREUR.

- 7 = Very Positively
- 6 = Positively
- 5 = Somewhat Positively
- 4 = Neither Positively nor Negatively
- 3 = Somewhat Negatively
- 2 = Negatively
- 1 = Very Negatively

- \_\_\_\_\_ 1. is neat, well-groomed, clean
- \_\_\_\_\_ 2. is punctual
- \_\_\_\_\_ 3. performs job duties well
- \_\_\_\_\_ 4. is dependent upon others
- \_\_\_\_\_ 5. has self-pride, high self-esteem; likes self
- \_\_\_\_\_ 6. has unit pride, identification; sense of belonging
- \_\_\_\_\_ 7. does not complete tour
- \_\_\_\_\_ 8. lacks communication skills
- \_\_\_\_\_ 9. makes constructive use of leisure time
- \_\_\_\_\_ 10. takes leave in country/Europe
- \_\_\_\_\_ 11. participates in hobbies, and/or sports
- \_\_\_\_\_ 12. is an excessive drinker
- \_\_\_\_\_ 13. has been recognized (awards, promotion, "pat on back")
- \_\_\_\_\_ 14. has legal problems, judicial and non-judicial
- \_\_\_\_\_ 15. takes advantage of educational opportunities

- \_\_\_ 16. has a sense of internal, personal control over own destiny
- \_\_\_ 17. is self-confident
- \_\_\_ 18. is mature
- \_\_\_ 19. is a "barracks rat"
- \_\_\_ 20. is generally older
- \_\_\_ 21. uses illness as a sham, abuses sick call
- \_\_\_ 22. finds meaning in his/her job
- \_\_\_ 23. knows his/her job and passes SQT
- \_\_\_ 24. keeps on and off duty activities separate
- \_\_\_ 25. has family problems
- \_\_\_ 26. is voluntarily involved in what's going on (family, community)
- \_\_\_ 27. is receptive to host nation culture, law, language
- \_\_\_ 28. accepts responsibility
- \_\_\_ 29. is physically fit and healthy
- \_\_\_ 30. abuses his/her spouse and/or children
- \_\_\_ 31. adequately handles sexual feelings/needs
- \_\_\_ 32. obeys rules and regulations
- \_\_\_ 33. acts out violently
- \_\_\_ 34. resists negative peer group pressure
- \_\_\_ 35. seeks appropriate medical treatment
- \_\_\_ 36. has sense of humor about self and Army
- \_\_\_ 37. abuses drugs
- \_\_\_ 38. works within the system
- \_\_\_ 39. does not complain
- \_\_\_ 40. manages money effectively

- ☐ 41. manages time well
- ☐ 42. seeks help from positive support system
- ☐ 43. feels picked on, victimized
- ☐ 44. is overweight
- ☐ 45. demonstrates leadership potential
- ☐ 46. is dependable
- ☐ 47. is inconsiderate, rude (language, noise, behavior)
- ☐ 48. will help others
- ☐ 49. tries to learn and use host nation language
- ☐ 50. has a sense of adventure/curiosity
- ☐ 51. has goals, both long and short term
- ☐ 52. is fearful of new things
- ☐ 53. has sense of religious identification
- ☐ 54. uses problem solving techniques
- ☐ 55. utilizes the chain of command
- ☐ 56. accepts criticism
- ☐ 57. is easily frustrated; impatient
- ☐ 58. is open to re-enlistment
- ☐ 59. identifies with the Army--it's personnel and mission
- ☐ 60. is more patriotic
- ☐ 61. escapes reality
- ☐ 62. keeps self in order (person, quarters, car, etc.)
- ☐ 63. acts impulsively without thinking
- ☐ 64. uses initiative
- ☐ 65. is a "litterbug"

- \_\_\_\_\_ 66. has an optimistic outlook
- \_\_\_\_\_ 67. is a loner; outsider
- \_\_\_\_\_ 68. is self-motivated
- \_\_\_\_\_ 69. is self-disciplined
- \_\_\_\_\_ 70. is afraid to try because of previous failures
- \_\_\_\_\_ 71. is satisfied with his/her job
- \_\_\_\_\_ 72. uses community resources
- \_\_\_\_\_ 73. is innovative and imaginative
- \_\_\_\_\_ 74. is cheerful
- \_\_\_\_\_ 75. gets along with co-workers
- \_\_\_\_\_ 76. accepts stress as part of job
- \_\_\_\_\_ 77. works toward promotion
- \_\_\_\_\_ 78. integrates spouse and dependents in activities
- \_\_\_\_\_ 79. respects authority
- \_\_\_\_\_ 80. becomes pregnant as a "way out"
- \_\_\_\_\_ 81. accepts racial, cultural and other differences in people
- \_\_\_\_\_ 82. has higher intelligence



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Life-Role Demands Faced by  
First-Term Enlistees in USAREUR

Directions: Listed below are demands that are commonly faced by first-term enlistees. How important is it for successful adaptation to USAREUR that a soldier be able to meet each demand?

- 5 = Extremely important for successful adaptation  
4 = Quite important for successful adaptation  
3 = Moderately important for successful adaptation  
2 = Somewhat important for successful adaptation  
1 = Not at all important for successful adaptation

	Extremely	Quite	Moderately	Somewhat	Not at all
1. Prepare a budget.	5	4	3	2	1
2. Follow safety procedures for the home.	5	4	3	2	1
3. Select educational program(s) based upon availability, eligibility and personal abilities, interests and needs.	5	4	3	2	1
4. Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	5	4	3	2	1
5. Perform job tasks adequately.	5	4	3	2	1
6. Register to vote and request absentee ballot.	5	4	3	2	1
7. Save money.	5	4	3	2	1
8. Observe host nation traffic rules.	5	4	3	2	1

9. Utilize the services offered through the Educational Services Office.	5	4	3	2	1
10. Compare and select appropriate forms of transportation depending on situational needs.	5	4	3	2	1
11. Pass SQT.	5	4	3	2	1
12. Know how to obtain emergency financial relief.	5	4	3	2	1
13. Obtain USAREUR driver's license.	5	4	3	2	1
14. Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	5	4	3	2	1
15. Take tests without test anxiety and with test wiseness.	5	4	3	2	1
16. Apply for credit.	5	4	3	2	1
17. Become familiar with community resources of instruction for a new leisure skill.	5	4	3	2	1
18. Handle classified material correctly.	5	4	3	2	1
19. Transfer property legally.	5	4	3	2	1
20. Determine when a physical or psychological problem requires medical treatment.	5	4	3	2	1
21. Recognize the importance of tests and their effects and therefore give best effort on tests.	5	4	3	2	1
22. Use DPP.	5	4	3	2	1
23. Be aware of provisions/consequences of economy rental contracts.	5	4	3	2	1
24. Communicate effectively with host nation military personnel.	5	4	3	2	1
25. Utilize best available currency exchange rates.	5	4	3	2	1
26. Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	5	4	3	2	1

27. Apply proper first aid to a person suffering from drug overdose.	5	4	3	2	1
28. Acquire travelers checks.	5	4	3	2	1
29. Clarify educational goals.	5	4	3	2	1
30. Observe security regulations (telephone, SMLM).	5	4	3	2	1
31. Know when, how, and for what purposes to obtain power of attorney.	5	4	3	2	1
32. Acquire savings bonds.	5	4	3	2	1
33. Communicate effectively with store personnel when shopping on the economy.	5	4	3	2	1
34. Acquire different physical and psychological health services, both military and local national.	5	4	3	2	1
35. Use banking facilities for deposit/withdrawal.	5	4	3	2	1
36. Utilize effective study skills, including locating a place conducive to study.	5	4	3	2	1
37. Interface effectively with NATO partnership unit.	5	4	3	2	1
38. Keep balanced check book.	5	4	3	2	1
39. Recognize when personal rights are violated or infringed upon and know appropriate recourse.	5	4	3	2	1
40. Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	5	4	3	2	1
41. Adjust to overcrowded housing conditions.	5	4	3	2	1
42. Pay bills on time.	5	4	3	2	1
43. Maintain POV in safe operating condition.	5	4	3	2	1
44. Retain, apply and transfer knowledge and skills which have been learned.	5	4	3	2	1
45. Follow military dress code.	5	4	3	2	1

46. Understand legal consequences of contractual agreements.	5	4	3	2	1
47. Participate in unit sponsored recreational activities.	5	4	3	2	1
48. Acquire necessary immunizations for self and family.	5	4	3	2	1
49. Effectively utilize ADAC services.	5	4	3	2	1
50. Schedule time to take classes while also meeting on duty and off duty obligations.	5	4	3	2	1
51. Recognize uniforms/rank of NATO personnel.	5	4	3	2	1
52. Observe military and host nation rules and regulations concerning the ownership and care of pets.	5	4	3	2	1
53. Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	5	4	3	2	1
54. Use acceptable social skills with members of the opposite sex.	5	4	3	2	1
55. Follow parking regulations.	5	4	3	2	1
56. Participate in and meet the requirements of the Headstart Host Nation Program.	5	4	3	2	1
57. Utilize chain of command.	5	4	3	2	1
58. Understand rules and regulations governing marriage/divorce to include cross-national relationships.	5	4	3	2	1
59. Know how to plan a trip utilizing maps, schedules and tour or travel agencies.	5	4	3	2	1
60. Apply basic rules of physical hygiene, preventive medicine.	5	4	3	2	1
61. Choose/buy a car and register it.	5	4	3	2	1
62. Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	5	4	3	2	1
63. Exhibit military bearing.	5	4	3	2	1

64.	Respond appropriately to instances of discrimination by host nation citizens.	5	4	3	2	1
65.	Develop tolerance/respect for the language, values and behaviors of host nation citizens.	5	4	3	2	1
66.	Prevent or obtain treatment for venereal diseases.	5	4	3	2	1
67.	Obey military and German police.	5	4	3	2	1
68.	Locate sources of accurate information about educational opportunities, services, and benefits.	5	4	3	2	1
69.	Communicate effectively with superiors.	5	4	3	2	1
70.	Observe military and host nation laws.	5	4	3	2	1
71.	Recognize the use of recreational activities for self-realization, enhancing personal growth.	5	4	3	2	1
72.	Maintain proper weight and level of physical fitness.	5	4	3	2	1
73.	Keep records for income tax filing.	5	4	3	2	1
74.	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG and loans).	5	4	3	2	1
75.	Obtain "career" information.	5	4	3	2	1
76.	Know individual rights within Army assignment system.	5	4	3	2	1
77.	Persevere in attempts to communicate effectively with local nationals despite language barrier.	5	4	3	2	1
78.	File income tax report correctly and on time.	5	4	3	2	1
79.	Acclimate to an adult learning situation which differs from the traditional secondary school.	5	4	3	2	1
80.	Complete requirements for promotion.	5	4	3	2	1
81.	Share information concerning community resources with spouse/family.	5	4	3	2	1
82.	Anticipate some initial problems/adjustments due to the cultural transition of CONUS to USAREUR.	5	4	3	2	1

83. Choose and acquire car insurance policy.	5	4	3	2	1
84. Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).	5	4	3	2	1
85. Choose and acquire life insurance policy.	5	4	3	2	1
86. Respond appropriately to rental advertisements.	5	4	3	2	1
87. Reconcile the conflict between educational expectations and the realities imposed by mission priorities and/or limited opportunities in isolated sites.	5	4	3	2	1
88. Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.	5	4	3	2	1
89. Establish and maintain effective work relationships with peers.	5	4	3	2	1
90. Utilize information about current cultural and sport events.	5	4	3	2	1
91. Use housing referral services.	5	4	3	2	1
92. Pay host nation utility bills on time.	5	4	3	2	1
93. Deal effectively with one's own emotional needs and problems.	5	4	3	2	1
94. Deal appropriately with sexual harrassment.	5	4	3	2	1
95. Effectively utilize individual and unit training opportunities.	5	4	3	2	1
96. Order and acquire a telephone.	5	4	3	2	1
97. Use postal services effectively.	5	4	3	2	1
98. Observe military quarters rules and regulations.	5	4	3	2	1
99. Use German bank accounts for paying economy bills.	5	4	3	2	1
100. Use military shopping facilities.	5	4	3	2	1
101. Conserve energy at home/work and on the road.	5	4	3	2	1
102. Write and file a will.	5	4	3	2	1

103. Use ration cards.	5	4	3	2	1
104. Observe anti-shoplifting laws.	5	4	3	2	1
105. Obtain added value tax relief.	5	4	3	2	1
106. Overcome negative attitudes of peers, supervisors and self toward education.	5	4	3	2	1
107. Recognize the information services available from your local library.	5	4	3	2	1
108. Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).	5	4	3	2	1
109. Use comparative shopping methods.	5	4	3	2	1
110. Recognize authorized/non-authorized solicitors.	5	4	3	2	1
111. Know what assistance is available through JAG legal services.	5	4	3	2	1
112. Know of educational opportunities for dependents.	5	4	3	2	1
113. Exercise French/Canadian PX privileges.	5	4	3	2	1
114. Understand how to deal effectively with personal and family crises.	5	4	3	2	1
115. Use customer complaints procedures correctly.	5	4	3	2	1
116. Know how to contact local chaplain's office to obtain information about services and programs.	5	4	3	2	1
117. Purchase gas coupons.	5	4	3	2	1
118. Know how to order and pay for food and behave appropriately in restaurants on the economy.	5	4	3	2	1
119. Utilize catalogue/mail orders correctly.	5	4	3	2	1
120. Develop and utilize knowledge of geography estimates of time and distance for travel.	5	4	3	2	1
121. Recognize role of education in promotion/ advancement.	5	4	3	2	1
122. Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	5	4	3	2	1

123.	Utilize variety of economy markets, bazaars, sales, etc.	5	4	3	2	1
124.	Make choices about drug/alcohol use based on legal/health consequences.	5	4	3	2	1
125.	Avoid businesses known for deceptive practices.	5	4	3	2	1
126.	Relate individual job to Army mission.	5	4	3	2	1
127.	Obtain sales agreement in writing.	5	4	3	2	1
128.	Provide proper family and child care.	5	4	3	2	1
129.	Understand the purposes and methods of family planning and its physical, psychological and religious aspects.	5	4	3	2	1
130.	Apply first aid procedures in response to accidents and emergencies.	5	4	3	2	1
131.	Understand impact of current events on soldier in Europe.	5	4	3	2	1
132.	Apply European measurements (clothing, weight, metric).	5	4	3	2	1



HumRRO  
Life Coping Skills in USAREUR Project  
Survey of Services

PART I - SERVICES PROVIDED TO SOLDIERS

Directions: Please answer the questions below using your immediate agency/organization as your frame of reference. For example, if you are the director of a community Army Community Services (ACS) answer the questions as they relate to your own local ACS, not for ACS across USAREUR.

1. (a) Your Name: \_\_\_\_\_ (b) Rank: \_\_\_\_\_ (c) Job Title: \_\_\_\_\_
2. Name of your agency/service: \_\_\_\_\_
3. Location: \_\_\_\_\_
4. Mailing address: \_\_\_\_\_
5. Military phone number: prefix \_\_\_\_\_ number \_\_\_\_\_
6. Under what organization's auspices/jurisdiction (if any) does your agency/service operate? \_\_\_\_\_
7. At what community/unit level(s) does your organization/agency operate in USAREUR? Mark the space(s) in the left-hand column.

_____ (a) USAREUR-wide	_____
_____ (b) Corps	_____
_____ (c) Brigade	_____
_____ (d) Division	_____
_____ (e) Battalion	_____
_____ (f) Company	_____
_____ (g) Community	_____
_____ (h) Sub-community	_____
_____ (i) Other (please specify)	_____
8. At what community/unit level do you work? What is your immediate range of responsibility? Mark one space in the right-hand column above in question #7.

9. How many of your staff are:

- \_\_\_\_\_ (a) full-time, paid military workers
- \_\_\_\_\_ (b) full-time, paid civilian workers
- \_\_\_\_\_ (c) full-time, volunteer workers
- \_\_\_\_\_ (d) part-time, paid military workers
- \_\_\_\_\_ (e) part-time, paid civilian workers
- \_\_\_\_\_ (f) part-time, volunteer military workers
- \_\_\_\_\_ (g) part-time, volunteer civilian workers

10. What are your regular hours of operation? Write the times. Note any closing times during the day, such as for lunch.

- |               |       |              |       |
|---------------|-------|--------------|-------|
| (a) Monday    | _____ | (e) Friday   | _____ |
| (b) Tuesday   | _____ | (f) Saturday | _____ |
| (c) Wednesday | _____ | (g) Sunday   | _____ |
| (d) Thursday  | _____ |              |       |

11. Can arrangements be made to receive your services during other than your regular operating hours: \_\_\_\_\_ Yes \_\_\_\_\_ No

If yes, please explain: \_\_\_\_\_

12. How would you classify the type(s) of services provided by your agency? (Select all that apply.)

- \_\_\_\_\_ (a) provide information
- \_\_\_\_\_ (b) provide instruction/training
- \_\_\_\_\_ (c) provide counseling/advice
- \_\_\_\_\_ (d) provide goods (supplies, equipment, merchandise)
- \_\_\_\_\_ (e) provide recreation/activities
- \_\_\_\_\_ (f) provide financial support
- \_\_\_\_\_ (g) provide direct services (e.g., health care or vehicle registration)
- \_\_\_\_\_ (h) other (please specify) \_\_\_\_\_

13. Which of the following categories of services is/are offered by your agency?  
(Check all that apply.)

- |                                  |                                 |
|----------------------------------|---------------------------------|
| _____ (a) health (physical)      | _____ (h) housing               |
| _____ (b) health (psychological) | _____ (i) leisure/recreation    |
| _____ (c) legal                  | _____ (j) education             |
| _____ (d) financial              | _____ (k) citizenship           |
| _____ (e) military               | _____ (l) transportation        |
| _____ (f) foreign country        | _____ (m) other (specify) _____ |
| _____ (g) consumer               | _____                           |

14. Look over the enclosed list of USAREUR life-role demands. (See Part III)  
List below the number of the demands which are addressed by your agency.

- |           |           |           |
|-----------|-----------|-----------|
| (a) _____ | (f) _____ | (k) _____ |
| (b) _____ | (g) _____ | (l) _____ |
| (c) _____ | (h) _____ | (m) _____ |
| (d) _____ | (i) _____ | (n) _____ |
| (e) _____ | (j) _____ | (o) _____ |

15. Which of the life-role demands listed above in question #14 are the 3-5  
highest priorities of your organization/agency?

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
- (e) \_\_\_\_\_

16. Which of the following methods do you use to deliver your services?  
(Check all that apply.)

- ☐ (a) person-to-person (one-to-one; face-to-face)
- ☐ (b) person-to-person (one to a group; face-to-face)
- ☐ (c) person-to-person via telephone
- ☐ (d) print by mail (either solicited or unsolicited)
- ☐ (e) print in person (e.g., pamphlets over-the-counter or training manuals)
- ☐ (f) video tape, slides, audio tape or other audio-visual media
- ☐ (g) radio (AFN)
- ☐ (h) television (AFN)
- ☐ (i) other (specify) \_\_\_\_\_

17. Has your organization/agency systematically collected information about any of the following? (Check all that apply.)

- ☐ (a) number and types of people served
- ☐ (b) users' opinions and attitudes about your organization/agency (before and/or after use)
- ☐ (c) users' reasons and motivations for seeking service
- ☐ (d) results of your services upon individual service member (e.g., changes in knowledge, behaviors, attitudes, physical or psychological well-being which result from using your services)
- ☐ (e) follow-up (what happens to the user/client after using your service)
- ☐ (f) cost-benefit analysis
- ☐ (g) manner(s) in which users learn about your services
- ☐ (h) other (please specify) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18. Can the above information be made available to the Life Coping Skills in USAREUR Project staff? ☐ Yes ☐ No

Answer the following questions based upon either information your organization/agency has collected or your own expert judgments.

19. What percentage of the people your agency serves are:

- ☐ (a) first-term enlistees
- ☐ (b) E-1 through E-4, but not first-term
- ☐ (c) NCO's
- ☐ (d) officers
- ☐ (e) civilians
- ☐ (f) dependents

20. Approximately how many people receive your agency's services per month?

\_\_\_\_\_

21. What percentage of your clients make use of your services:

- ☐ (a) on a voluntary basis
- ☐ (b) on a mandated basis (ordered through the chain of command)

22. What percentage of your clients make use of your services:

- ☐ (a) on duty time
- ☐ (b) off duty time

23. How frequently do your clients typically use your services? (Check one.)

- ☐ (a) as a one time experience
- ☐ (b) every now and then
- ☐ (c) on a regular ongoing basis

24. In which of the following ways do people learn about your services?  
(Check all that apply.)

- ☐ (a) in-processing briefings
- ☐ (b) community publications (e.g., newsletters)
- ☐ (c) bulletin boards
- ☐ (d) AFN-TV
- ☐ (e) AFN radio
- ☐ (f) from their commanders and NCO's
- ☐ (g) from other soldiers
- ☐ (h) from other agencies (referrals)
- ☐ (i) Stars and Stripes
- ☐ (j) other Army newspapers/magazines
- ☐ (k) other (specify) \_\_\_\_\_

25. With what other agencies/services do you coordinate your activities?

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26. What is your opinion of the effectiveness of the services offered by your organization/agency?

- ☐ (a) very effective
- ☐ (b) moderately effective
- ☐ (c) somewhat effective
- ☐ (d) not very effective

27. What is your organization's reputation when it comes to providing services?

\_\_\_\_\_ (a) excellent

\_\_\_\_\_ (b) good

\_\_\_\_\_ (c) mediocre

\_\_\_\_\_ (d) poor

28. When individuals who qualify for the services of your agency do not utilize these services, what do you see as the three main reasons? Write "1" next to the first, "2" next to the second, and "3" next to the third.

\_\_\_\_\_ (a) They do not need the services of your agency.

\_\_\_\_\_ (b) They are unaware of available services

\_\_\_\_\_ (c) They have heard negative remarks from others.

\_\_\_\_\_ (d) They feel that any problems discussed may become known to the military and could harm their career.

\_\_\_\_\_ (e) They receive necessary information or assistance from peers or other outside sources.

\_\_\_\_\_ (f) Other (specify) \_\_\_\_\_

29. What are some of the problems first-term enlistees have in making use of your services?

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## Appendix E

### Results of Conference Evaluation: Participants' Ratings and Written Comments

For an explanation of the following pages,  
please refer to Page 14 in the body of the report.



Results of Conference Evaluation:  
Participants' Conference Ratings

Rating scale: 1.0 = Strongly Agree      -0.5 = Disagree  
                  0.5 = Agree                      -1.0 = Strongly Disagree  
                  0.0 = Neutral

<u>Evaluative Statement</u>	<u><math>\bar{X}</math> Rating (N=28)</u>
1. The objectives of the conference were clear to me.	+ .55
2. The conference was well planned and organized.	+ .61
3. The keynote address was a thought-provoking introduction to the conference.	+ .17*
4. The techniques used to generate and evaluate the ideas were effective.	+ .50
5. The small-group leaders did a good job of facilitating the brainstorming and discussion sessions.	+ .46
6. The conference participants in my group were knowledgeable in their respective areas.	+ .68
7. I enjoyed interacting with the other conference participants.	+ .77
8. I had a satisfactory opportunity to contribute my ideas.	+ .74*
9. I will benefit personally/professionally from attending this conference.	+ .45
10. My organization/agency will benefit from my attendance at this conference.	+ .32
11. The first-term enlistee in USAREUR will benefit from the results of this conference in the future.	+ .31**
12. I am interested in knowing the results of the conference.	+ .84
13. I would like to be involved in future activities of the Life Coping Skills in USAREUR Project.	+ .57*

\* N = 27

\*\* N = 25

RESULTS OF  
CONFERENCE EVALUATION: WRITTEN COMMENTS

1. Might be interim positive outcome which could be implemented by existing agencies?
2. I feel first-term enlistees should attend one of the HumRRO conferences. Sometimes these individuals can express themselves better with words than on paper/survey forms. Thanks for considering my agency.
3. I wish to thank everyone concerned for the opportunity of attending this conference.
4. The one thing glaringly missing was the first-term soldier. Within the spirit of the conference, we could have stayed with process (as opposed to content) and come out better. There were several issues which needed to be dealt with by someone who is living them as opposed to those who were trying to remember experiences from years before.
5. The conference itself was fine, but it seems that "we" are merely reinventing the wheel. In so many other meetings, I have proposed and heard so many of the same ideas. The time for study should give way to action. I would love to see that first-termer benefit, but doubt that it will happen.
6. There is no "quick fix" solution to this problem. Any attempt which concentrates only on "fixing" the [first-term enlistee] without concurrently trying to make the total environment more "adaptable to" is doomed to failure or at least only limited success.
7. I had trouble relating to the last, lengthy survey on agencies.
8. I feel that more emphasis should be placed on the fact that the conference is to gather information from us rather than imparting information to us. Thank you; generally well performed.
9. The conference generally was very well administered, personnel running it were professional, enthused, and motivated. I was disappointed in the Key-note address and his understanding of what it was all about. He was my discussion group leader and failed to follow our group's thought processes.
10. I am particularly gratified with the level of commitment to this program demonstrated by the facilitators. I hope I will be called again to contribute to what I consider a most appropriate program.
11. Time frame was too short to obtain all the data stored away in the minds of the conference participants.
12. As a fishing expedition the conference was fine. But I should have liked more direction, more definition about life demands facing the first-termer.

13. Since persons were in small groups, there was no introduction of all the participants. Please evaluate the benefit of doing this in the future. There should be some method of evaluating the likelihood of a demand being experienced by a first-term enlistee as well as evaluating the importance of meeting/satisfying/coping with the demand if it is encountered.
14. I only hope that results come from this and that USAREUR will use your suggestions. The end result will be a better Host Country response to the American in their country.
15. I feel that the most productive group meeting was the one in which the group leader:
  1. Went over the ground rules;
  2. Did not allow tangential discourse;
  3. Provided a minimum of input once the session was under way.

## Appendix F

Revised Versions of Three Agency Instruments:  
Survey of Services, Indicators of Adaptation,  
and Life Role Demands

For an explanation of the following pages,  
please refer to Page 15 in the body of the report.

HumRRO  
Life Coping Skills in USAREUR Project

Survey of Services

PART I - SERVICES PROVIDED TO SOLDIERS

Directions: Please answer the questions below using your immediate agency/organization as your frame of reference. For example, if you are the director of a community Army Community Services (ACS), answer the questions as they relate to your own local ACS, not for ACS across USAREUR.

1. (a) Your Name: \_\_\_\_\_ (b) Rank: \_\_\_\_\_ (c) Job Title: \_\_\_\_\_
2. Name of your agency/service: \_\_\_\_\_
3. Location: \_\_\_\_\_
4. Mailing address: \_\_\_\_\_
5. Military phone number: prefix \_\_\_\_\_ number \_\_\_\_\_
6. Under what organization's auspices/jurisdiction (if any) does your agency/service operate? \_\_\_\_\_
7. What is the community or unit level of responsibility of your organization/agency as a whole? What is your office's immediate level of responsibility?

	<u>organization/agency</u>	<u>office's level</u>
(a) USAREUR-wide	_____	_____
(b) Corps	_____	_____
(c) Brigade	_____	_____
(d) Division	_____	_____
(e) Battalion	_____	_____
(f) Company	_____	_____
(g) Several communities	_____	_____
(h) One community	_____	_____
(i) Subcommunity	_____	_____
(k) Other (please specify)	_____	_____

THE REMAINDER OF THIS SURVEY SHOULD BE ANSWERED IN TERMS OF YOUR OFFICE'S  
LEVEL OF RESPONSIBILITY IN YOUR ORGANIZATION.

8. How many of your staff are:

- \_\_\_\_\_ (a) full-time, paid military workers
- \_\_\_\_\_ (b) full-time, paid civilian workers
- \_\_\_\_\_ (c) full-time, volunteer workers
- \_\_\_\_\_ (d) part-time, paid military workers
- \_\_\_\_\_ (e) part-time, paid civilian workers
- \_\_\_\_\_ (f) part-time, volunteer military workers
- \_\_\_\_\_ (g) part-time, volunteer civilian workers

9. What are your regular hours of operation? Write the times. Note any closing times during the day, such as for lunch.

- |                     |  |
|---------------------|--|
| (a) Monday _____    | (e) Friday _____                                   |
| (b) Tuesday _____   | (f) Saturday _____                                 |
| (c) Wednesday _____ | (g) Sunday _____                                   |
| (d) Thursday _____  | (h) No regular hours, by<br>appointment only _____ |

10. Can arrangements be made to receive your services during other than your regular operating hours: \_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not Applicable

11. What types of services (direct and indirect) and what areas of service are provided by your agency? (Select all that apply.)

<u>Agency provides the following services:</u>	<u>in the following areas:</u>
<input type="checkbox"/> (a) provide information	<input type="checkbox"/> (a) health (physical)
<input type="checkbox"/> (b) provide instruction/ training	<input type="checkbox"/> (b) health (psychological)
<input type="checkbox"/> (c) provide counseling/ advice	<input type="checkbox"/> (c) legal
<input type="checkbox"/> (d) provide goods (supplies, equipment, merchandise)	<input type="checkbox"/> (d) financial
<input type="checkbox"/> (e) provide recreation/ activities	<input type="checkbox"/> (e) military
<input type="checkbox"/> (f) provide financial support	<input type="checkbox"/> (f) foreign country
<input type="checkbox"/> (g) provide health care services	<input type="checkbox"/> (g) consumer aid/guidance
<input type="checkbox"/> (h) provide nursery/family support services	<input type="checkbox"/> (h) merchandise
<input type="checkbox"/> (i) provide coordination/ negotiation with other agencies	<input type="checkbox"/> (i) housing
<input type="checkbox"/> (j) other (please specify)	<input type="checkbox"/> (j) leisure/recreation
_____	<input type="checkbox"/> (k) education
_____	<input type="checkbox"/> (l) citizenship
_____	<input type="checkbox"/> (m) transportation
	<input type="checkbox"/> (n) counseling
	<input type="checkbox"/> (o) other (specify)
	_____
	_____

12. Look over the enclosed list of USAREUR life-role demands. For which of the demands does your agency provide specific aid to the first-term enlistee? Draw a circle around each of those demands.

13. Which of the demands circled for question #12 are the 3-5 highest priorities of your organization/agency? (Use key words)

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
- (e) \_\_\_\_\_

14. Which of the following methods do you use to deliver your services?  
(Check all that apply.)

- \_\_\_\_\_ (a) person-to-person (one-to-one; face-to-face)
- \_\_\_\_\_ (b) person-to-person (one to a group; face-to-face)
- \_\_\_\_\_ (c) person-to-person via telephone
- \_\_\_\_\_ (d) printed matter by mail (either solicited or unsolicited)
- \_\_\_\_\_ (e) printed matter handed out in person (e.g., pamphlets, over-the-counter, or training manuals)
- \_\_\_\_\_ (f) video tape, slides, audio tape or other audio-visual media
- \_\_\_\_\_ (g) radio (AFN)
- \_\_\_\_\_ (h) television (AFN)
- \_\_\_\_\_ (i) other (specify) \_\_\_\_\_  
\_\_\_\_\_



15. Has your organization/agency collected and recorded information about any of the following? (Check all that apply.)

- ☐ (a) number and types of people served
- ☐ (b) users' opinions and attitudes about your organization/agency (before and/or after use)
- ☐ (c) users' reasons and motivations for seeking service
- ☐ (d) immediate results of your services upon individual service member (e.g., changes in knowledge, behaviors, attitudes, physical or psychological well-being which result from using your services)
- ☐ (e) long-term follow-up (what happens to the user/client after using your service)
- ☐ (f) cost-benefit analysis
- ☐ (g) manner(s) in which users learn about your services
- ☐ (h) other (please specify) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

16. Can the above information be made available to the Life Coping Skills in USAREUR Project staff? ☐ Yes ☐ No ☐ Don't Know

If so, please list the name/address of someone who can be contacted for the purpose of receiving the above information.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ANSWER THE FOLLOWING QUESTIONS BASED UPON INFORMATION YOUR ORGANIZATION/ AGENCY HAS COLLECTED. IF SUCH INFORMATION DOES NOT EXIST, USE YOUR OWN EXPERT JUDGEMENT.

17. What percentage of the people your agency serves are:  
(Percentages should add up to 100%.)

\_\_\_\_\_ (a) first-term enlistees  
\_\_\_\_\_ (b) E-4 or below, but not first-term  
\_\_\_\_\_ (c) NCO's  
\_\_\_\_\_ (d) officers  
\_\_\_\_\_ (e) civilians  
\_\_\_\_\_ (f) dependents  
\_\_\_\_\_ (g) other (specify)  
\_\_\_\_\_  
\_\_\_\_\_

18. Approximately how many people receive your agency's services per month?

\_\_\_\_\_

19. What percentage of your clients make use of your services:

\_\_\_\_\_ (a) on a voluntary basis  
\_\_\_\_\_ (b) on a mandated basis (ordered through the chain of command)

20. What percentage of your clients make use of your services:

\_\_\_\_\_ (a) on duty time  
\_\_\_\_\_ (b) off duty time

21. What percentage of your clients use your services:

\_\_\_\_\_ (a) as a one time experience  
\_\_\_\_\_ (b) every now and then  
\_\_\_\_\_ (c) on a regular ongoing basis

22. In which of the following ways do people learn what services your agency provides? (Check all that apply.)

- ☐ (a) agency handouts/newsletters
- ☐ (b) in-processing briefings
- ☐ (c) community publications (e.g., newsletters/newspapers)
- ☐ (d) bulletin boards
- ☐ (e) AFN-TV
- ☐ (f) AFN radio
- ☐ (g) from their commanders and NCO's
- ☐ (h) from other soldiers
- ☐ (i) from other agencies (referrals)
- ☐ (j) Stars and Stripes
- ☐ (k) other Army newspapers/magazines
- ☐ (l) other (specify) \_\_\_\_\_

23. With what other agencies/services that serve the first-term enlistee do you coordinate your activities?

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24. What is your opinion of the effectiveness of the services offered by your organization/agency?

- ☐ (a) very effective
- ☐ (b) moderately effective
- ☐ (c) somewhat effective
- ☐ (d) not very effective

25. What is your organization's reputation when it comes to providing services?

\_\_\_\_\_ (a) excellent

\_\_\_\_\_ (b) good

\_\_\_\_\_ (c) mediocre

\_\_\_\_\_ (d) poor

26. When individuals who qualify for the services of your agency do not attempt to utilize these services, what do you see as the three main reasons? Write "1" next to the first, "2" next to the second, and "3" next to the third.

\_\_\_\_\_ (a) They do not need the services of your agency.

\_\_\_\_\_ (b) They are unaware of/uninformed about available services.

\_\_\_\_\_ (c) They have heard negative remarks about the agency's services from others.

\_\_\_\_\_ (d) They feel that any problems discussed may become known to the military and could harm their career.

\_\_\_\_\_ (e) They receive necessary information or assistance from peers or other outside sources.

\_\_\_\_\_ (f) Does not apply; use of the service is mandatory.

\_\_\_\_\_ (g) Other (specify) \_\_\_\_\_

27. If first-term enlistees attempt to use your services, what are some of the problems they encounter?

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28. What are the biggest problems faced by your agency in providing its services?

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

29. What are the most successful aspects of the services provided by your agency?

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

30. Other comments:

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LIFE COPING SKILLS IN USAREUR

Indicators of Adaptation to USAREUR

Directions: Below are listed possible indicators of successful adaptation or nonadaptation to USAREUR. Please rank each indicator using the following scale:

7. Very strongly indicates soldier has successfully adapted to USAREUR
6. Strongly indicates soldier has successfully adapted to USAREUR
5. Somewhat indicates soldier has successfully adapted to USAREUR
4. Does not indicate either adaptation or nonadaptation
3. Somewhat indicates soldier has not adapted to USAREUR
2. Strongly indicates soldier has not adapted to USAREUR
1. Very strongly indicates soldier has not adapted to USAREUR

- \_\_\_\_\_ 1. is messy, unkempt, dirty
- \_\_\_\_\_ 2. is frequently late for work, appointments, etc.
- \_\_\_\_\_ 3. performs job duties well
- \_\_\_\_\_ 4. is dependent upon others
- \_\_\_\_\_ 5. has self-pride, high self-esteem; likes self
- \_\_\_\_\_ 6. has received a letter of reprimand from commander
- \_\_\_\_\_ 7. has unit pride, identification; sense of belonging
- \_\_\_\_\_ 8. lacks communication skills
- \_\_\_\_\_ 9. does not complete tour
- \_\_\_\_\_ 10. makes constructive use of leisure time
- \_\_\_\_\_ 11. takes leave in country/Europe

- 7. Very strongly adapted
- 6. Strongly adapted
- 5. Somewhat adapted
- 4. Neutral

- 3. Somewhat nonadapted
- 2. Strongly nonadapted
- 1. Very strongly nonadapted

- \_\_\_\_\_ 12. has no interest in sports or hobbies
- \_\_\_\_\_ 13. is an excessive drinker
- \_\_\_\_\_ 14. has been recognized (awards, promotion, "pat on back")
- \_\_\_\_\_ 15. has legal problems, judicial and non-judicial
- \_\_\_\_\_ 16. takes advantage of educational opportunities
- \_\_\_\_\_ 17. definitely does not want to reenlist
- \_\_\_\_\_ 18. has a sense of internal, personal control over own destiny
- \_\_\_\_\_ 19. has received an Article 15
- \_\_\_\_\_ 20. is self-confident
- \_\_\_\_\_ 21. is a "barracks rat"
- \_\_\_\_\_ 22. is generally older
- \_\_\_\_\_ 23. uses illness as a sham, abuses sick call
- \_\_\_\_\_ 24. finds meaning in his/her job
- \_\_\_\_\_ 25. knows his/her job and passes SQT
- \_\_\_\_\_ 26. keeps on and off duty activities separate
- \_\_\_\_\_ 27. has family problems
- \_\_\_\_\_ 28. is voluntarily involved in what's going on (family, community)
- \_\_\_\_\_ 29. is receptive to host nation culture, law, language
- \_\_\_\_\_ 30. accepts responsibility
- \_\_\_\_\_ 31. has received more than one Article 15
- \_\_\_\_\_ 32. is physically fit and healthy
- \_\_\_\_\_ 33. abuses his/her spouse and/or children
- \_\_\_\_\_ 34. adequately handles sexual feelings/needs



- |                          |                             |
|--------------------------|-----------------------------|
| 7. Very strongly adapted | 3. Somewhat nonadapted      |
| 6. Strongly adapted      | 2. Strongly nonadapted      |
| 5. Somewhat adapted      | 1. Very strongly nonadapted |
| 4. Neutral               |                             |

- \_\_\_\_\_ 35. disregards rules and regulations
- \_\_\_\_\_ 36. acts out violently
- \_\_\_\_\_ 37. succumbs to negative peer group pressure
- \_\_\_\_\_ 38. seeks appropriate medical treatment
- \_\_\_\_\_ 39. has sense of humor about self and Army
- \_\_\_\_\_ 40. abuses drugs
- \_\_\_\_\_ 41. works within the system
- \_\_\_\_\_ 42. complains a lot
- \_\_\_\_\_ 43. manages money effectively
- \_\_\_\_\_ 44. is self-disciplined
- \_\_\_\_\_ 45. has received a medical or hardship discharge
- \_\_\_\_\_ 46. manages time well
- \_\_\_\_\_ 47. seeks help from positive support system
- \_\_\_\_\_ 48. feels picked on, victimized
- \_\_\_\_\_ 49. is overweight
- \_\_\_\_\_ 50. demonstrates leadership potential
- \_\_\_\_\_ 51. is undependable
- \_\_\_\_\_ 52. is inconsiderate, rude (language, noise, behavior)
- \_\_\_\_\_ 53. will help others
- \_\_\_\_\_ 54. does not try to learn and use host nation language
- \_\_\_\_\_ 55. has a sense of adventure/curiosity
- \_\_\_\_\_ 56. has goals, both long and short term
- \_\_\_\_\_ 57. is fearful of new things

- 7. Very strongly adapted
- 6. Strongly adapted
- 5. Somewhat adapted
- 4. Neutral

- 3. Somewhat nonadapted
- 2. Strongly nonadapted
- 1. Very strongly nonadapted

- \_\_\_\_\_ 58. has sense of religious identification
- \_\_\_\_\_ 59. uses problem solving techniques
- \_\_\_\_\_ 60. utilizes the chain of command
- \_\_\_\_\_ 61. cannot accept criticism
- \_\_\_\_\_ 62. is easily frustrated; impatient
- \_\_\_\_\_ 63. is open to reenlistment
- \_\_\_\_\_ 64. identifies with the Army--its personnel and mission
- \_\_\_\_\_ 65. makes his/her patriotic feelings known
- \_\_\_\_\_ 66. escapes reality
- \_\_\_\_\_ 67. acts impulsively without thinking
- \_\_\_\_\_ 68. has received a summary court martial
- \_\_\_\_\_ 69. handles stress effectively
- \_\_\_\_\_ 70. uses initiative
- \_\_\_\_\_ 71. is a "litterbug"
- \_\_\_\_\_ 72. doesn't bounce checks
- \_\_\_\_\_ 73. is immature
- \_\_\_\_\_ 74. has a pessimistic outlook
- \_\_\_\_\_ 75. is a loner; outsider
- \_\_\_\_\_ 76. is self-motivated
- \_\_\_\_\_ 77. is afraid to try because of previous failures
- \_\_\_\_\_ 78. is dissatisfied with his/her job
- \_\_\_\_\_ 79. uses community resources
- \_\_\_\_\_ 80. is innovative and imaginative

- 7. Very strongly adapted
- 6. Strongly adapted
- 5. Somewhat adapted
- 4. Neutral

- 3. Somewhat nonadapted
- 2. Strongly nonadapted
- 1. Very strongly nonadapted

- \_\_\_\_\_ 81. is grouchy, unpleasant
- \_\_\_\_\_ 82. gets along with co-workers
- \_\_\_\_\_ 83. accepts stress as part of job
- \_\_\_\_\_ 84. works toward promotion
- \_\_\_\_\_ 85. integrates spouse and dependents in activities
- \_\_\_\_\_ 86. respects authority
- \_\_\_\_\_ 87. becomes pregnant as a "way out"
- \_\_\_\_\_ 88. will not accept racial, cultural and other differences in people
- \_\_\_\_\_ 89. has gone AWOL once or twice
- \_\_\_\_\_ 90. has higher intelligence

HumRRO  
LIFE COPING SKILLS IN USAREUR

Life-Role Demands Faced by  
First-Term Enlistees in USAREUR

Listed on these pages are a number of life-role demands which may be faced by first-term enlistees in USAREUR. This survey is designed to answer two questions:

1. How many first-term enlistees face each demand?
2. If a first-term enlistee faces a particular demand, how important for adaptation to USAREUR is it that the demand is successfully met?

Directions: For each demand listed below:

1. Indicate how many first-term enlistees face the demand at some time during their tour in the columns to the left of the demand.
2. Assume that a first-term enlistee is facing the demand and in the columns at the right, indicate the importance of meeting the demand for successful adaptation to USAREUR.

How many first-term enlistees face the demand?					Demand	How important is it to meet the demand, if it is faced?				
All or nearly all	Most	About half	Some	Very few or none		Extremely important	Quite important	Moderately important	Somewhat important	Not at all important
5	4	3	2	1	Prepare a family budget.	5	4	3	2	1
5	4	3	2	1	Prepare a personal budget.	5	4	3	2	1
5	4	3	2	1	Follow safety procedures for the home.	5	4	3	2	1
5	4	3	2	1	Select educational program(s) based upon availability, eligibility and personal abilities, interests, and needs.	5	4	3	2	1
5	4	3	2	1	Utilize public transportation system effectively, i.e., schedules, fares, modes, appropriate behaviors.	5	4	3	2	1

All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1	Perform job tasks adequately.	5	4	3	2	1
5	4	3	2	1	Register to vote and request absentee ballot.	5	4	3	2	1
5	4	3	2	1	Save money.	5	4	3	2	1
5	4	3	2	1	Observe host nation traffic rules.	5	4	3	2	1
5	4	3	2	1	Utilize the services offered through the Educational Services Office.	5	4	3	2	1
5	4	3	2	1	Compare and select appropriate forms of transportation depending on situational needs.	5	4	3	2	1
5	4	3	2	1	Pass SQT/perform SQT tasks.	5	4	3	2	1
5	4	3	2	1	Know how to obtain emergency financial relief.	5	4	3	2	1
5	4	3	2	1	Obtain USAREUR driver's license.	5	4	3	2	1
5	4	3	2	1	Take safety precautions specific to the host nation environment (i.e., avoiding possibly rabid animals, handling transformers safely, getting on and off trains and strassenbahns safely).	5	4	3	2	1
5	4	3	2	1	Utilize sponsor program effectively.	5	4	3	2	1
5	4	3	2	1	Apply for credit.	5	4	3	2	1
5	4	3	2	1	Become familiar with community resources of instruction for a new leisure skill.	5	4	3	2	1
5	4	3	2	1	Handle classified material correctly.	5	4	3	2	1
5	4	3	2	1	Transfer property legally.	5	4	3	2	1
5	4	3	2	1	Determine when a physical or psychological problem requires medical treatment.	5	4	3	2	1
5	4	3	2	1	Recognize the importance of tests and their effects and therefore give best effort on tests.	5	4	3	2	1

All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1	Use DPP effectively.	5	4	3	2	1
5	4	3	2	1	Be aware of provisions/consequences of economy rental contracts.	5	4	3	2	1
5	4	3	2	1	Communicate effectively with host nation military personnel.	5	4	3	2	1
5	4	3	2	1	Utilize best available currency exchange rates.	5	4	3	2	1
5	4	3	2	1	Observe acceptable/preferred behaviors within the host nation; such as, quiet hours, "unwritten" rules of behavior, social behaviors.	5	4	3	2	1
5	4	3	2	1	Apply proper first aid to a person suffering from drug overdose.	5	4	3	2	1
5	4	3	2	1	Acquire travelers checks.	5	4	3	2	1
5	4	3	2	1	Clarify educational goals.	5	4	3	2	1
5	4	3	2	1	Observe security regulations (telephone, SMLM).	5	4	3	2	1
5	4	3	2	1	Know when, how, and for what purposes to obtain power of attorney.	5	4	3	2	1
5	4	3	2	1	Find appropriate housing.	5	4	3	2	1
5	4	3	2	1	Communicate effectively with store personnel when shopping on the economy.	5	4	3	2	1
5	4	3	2	1	Acquire different physical and psychological health services, both military and local national.	5	4	3	2	1
5	4	3	2	1	Use banking facilities for deposit/withdrawal.	5	4	3	2	1
5	4	3	2	1	Utilize effective study skills, including locating a place conducive to study.	5	4	3	2	1
5	4	3	2	1	Interface effectively with NATO partnership unit.	5	4	3	2	1

All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1	Maintain balanced checking account.	5	4	3	2	1
5	4	3	2	1	Recognize when personal rights are violated or infringed upon and know appropriate recourse.	5	4	3	2	1
5	4	3	2	1	Organize personal time in order to schedule travel/recreational pursuits without conflicting with field duty requirements, alerts, shifts, etc.	5	4	3	2	1
5	4	3	2	1	Adjust to overcrowded housing conditions.	5	4	3	2	1
5	4	3	2	1	Pay bills on time.	5	4	3	2	1
5	4	3	2	1	Maintain POV in safe operating condition.	5	4	3	2	1
5	4	3	2	1	Retain, apply and transfer knowledge and skills which have been learned.	5	4	3	2	1
5	4	3	2	1	Follow military dress code.	5	4	3	2	1
5	4	3	2	1	Understand legal consequences of contractual agreements.	5	4	3	2	1
5	4	3	2	1	Participate in unit sponsored recreational activities.	5	4	3	2	1
5	4	3	2	1	Acquire necessary immunizations for self and family.	5	4	3	2	1
5	4	3	2	1	Schedule time to take classes while also meeting on duty and off duty obligations.	5	4	3	2	1
5	4	3	2	1	Recognize uniforms/rank of NATO personnel.	5	4	3	2	1
5	4	3	2	1	Observe military and host nation rules and regulations concerning the ownership and care of pets.	5	4	3	2	1
5	4	3	2	1	Gather information about available options and select recreational pursuits appropriate to one's interest, budget, marital status.	5	4	3	2	1
5	4	3	2	1	Use acceptable social skills with members of the opposite sex.	5	4	3	2	1

All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1	Follow parking regulations.	5	4	3	2	1
5	4	3	2	1	Participate in and meet the requirements of the Headstart Host Nation Program.	5	4	3	2	1
5	4	3	2	1	Utilize chain of command.	5	4	3	2	1
5	4	3	2	1	Understand rules and regulations governing marriage/divorce to include cross-national relationships.	5	4	3	2	1
5	4	3	2	1	Know how to plan a trip utilizing maps, schedules and tour or travel agencies.	5	4	3	2	1
5	4	3	2	1	Apply basic rules of physical hygiene, preventive medicine.	5	4	3	2	1
5	4	3	2	1	Choose/buy a car and register it.	5	4	3	2	1
5	4	3	2	1	Locate materials/resources which assist one to learn (e.g., library, learning resource center, resource people).	5	4	3	2	1
5	4	3	2	1	Exhibit military bearing.	5	4	3	2	1
5	4	3	2	1	Respond appropriately to instances of discrimination by host nation citizens.	5	4	3	2	1
5	4	3	2	1	Develop tolerance/respect for the language, values and behaviors of host nation citizens.	5	4	3	2	1
5	4	3	2	1	Prevent or obtain treatment for venereal diseases.	5	4	3	2	1
5	4	3	2	1	Obey military and German police.	5	4	3	2	1
5	4	3	2	1	Locate sources of accurate information about educational opportunities, services, and benefits.	5	4	3	2	1
5	4	3	2	1	Communicate effectively with superiors.	5	4	3	2	1
5	4	3	2	1	Observe military and host nation laws.	5	4	3	2	1
5	4	3	2	1	Recognize the use of recreational activities for self-realization, enhancing personal growth.	5	4	3	2	1



All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1	Maintain proper weight and level of physical fitness.	5	4	3	2	1
5	4	3	2	1	Keep records for income tax filing.	5	4	3	2	1
5	4	3	2	1	Determine and utilize educational financial benefits consistent with eligibility and personal needs (e.g., VA, VEAP, TA, BEOG, and loans).	5	4	3	2	1
5	4	3	2	1	Obtain "career" information.	5	4	3	2	1
5	4	3	2	1	Know individual rights within Army assignment system.	5	4	3	2	1
5	4	3	2	1	Persevere in attempts to communicate effectively with local nationals despite language barrier.	5	4	3	2	1
5	4	3	2	1	File income tax report correctly and on time.	5	4	3	2	1
5	4	3	2	1	Acclimate to an adult learning situation which differs from the traditional secondary school.	5	4	3	2	1
5	4	3	2	1	Complete requirements for promotion.	5	4	3	2	1
5	4	3	2	1	Share information concerning community resources with spouse/family.	5	4	3	2	1
5	4	3	2	1	Make a smooth cultural transition from CONUS to USAREUR.	5	4	3	2	1
5	4	3	2	1	Choose and acquire car insurance policy.	5	4	3	2	1
5	4	3	2	1	Take advantage of alternate, non-traditional educational programs (e.g., correspondence, external degrees, CLEP, and independent learning).	5	4	3	2	1
5	4	3	2	1	Respond appropriately to rental advertisements.	5	4	3	2	1
5	4	3	2	1	Make the best use of educational opportunities given the realities imposed by mission priorities and/or limited opportunities in isolated sites.	5	4	3	2	1

All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1		5	4	3	2	1
					Know and observe relevant passport, visas, and customs regulations, to include travel to Eastern bloc countries.					
5	4	3	2	1	Establish and maintain effective work relationships with peers.	5	4	3	2	1
5	4	3	2	1	Utilize information about current cultural and sport events.	5	4	3	2	1
5	4	3	2	1	Use housing referral services.	5	4	3	2	1
5	4	3	2	1	Pay host nation utility bills on time.	5	4	3	2	1
5	4	3	2	1	Deal effectively with one's own emotional needs and problems.	5	4	3	2	1
5	4	3	2	1	Deal appropriately with sexual harassment.	5	4	3	2	1
5	4	3	2	1	Effectively utilize individual and unit training opportunities.	5	4	3	2	1
5	4	3	2	1	Use postal services effectively.	5	4	3	2	1
5	4	3	2	1	Observe military family housing rules and regulations.	5	4	3	2	1
5	4	3	2	1	Use military shopping facilities.	5	4	3	2	1
5	4	3	2	1	Conserve energy at home/work and on the road.	5	4	3	2	1
5	4	3	2	1	Observe military barracks rules and regulations.	5	4	3	2	1
5	4	3	2	1	Use ration cards.	5	4	3	2	1
5	4	3	2	1	Observe anti-shoplifting laws.	5	4	3	2	1
5	4	3	2	1	Obtain added value tax relief.	5	4	3	2	1
5	4	3	2	1	Overcome negative attitudes of peers, supervisors and self toward education.	5	4	3	2	1
5	4	3	2	1	Recognize the information services available from your local library.	5	4	3	2	1

All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1	Locate and utilize resources for independent training (MOS libraries, correspondence courses, learning resource centers).	5	4	3	2	1
5	4	3	2	1	Use comparative shopping methods.	5	4	3	2	1
5	4	3	2	1	Recognize authorized/non-authorized solicitors.	5	4	3	2	1
5	4	3	2	1	Know what assistance is available through JAG legal services.	5	4	3	2	1
5	4	3	2	1	Know of educational opportunities for dependents.	5	4	3	2	1
5	4	3	2	1	Understand how to deal effectively with personal and family crises.	5	4	3	2	1
5	4	3	2	1	Use customer complaints procedures correctly.	5	4	3	2	1
5	4	3	2	1	Know how to contact local chaplain's office to obtain information about services and programs.	5	4	3	2	1
5	4	3	2	1	Purchase gas coupons.	5	4	3	2	1
5	4	3	2	1	Know how to order and pay for food and behave appropriately in restaurants on the economy.	5	4	3	2	1
5	4	3	2	1	Develop and utilize knowledge of geography estimates of time and distance for travel.	5	4	3	2	1
5	4	3	2	1	Recognize role of education in promotion/ advancement.	5	4	3	2	1
5	4	3	2	1	Apply learning skills such as information gathering, problem solving, and the organization, analysis and evaluation of data.	5	4	3	2	1
5	4	3	2	1	Utilize variety of economy markets, bazaars, sales, etc.	5	4	3	2	1
5	4	3	2	1	Make choices about drug/alcohol use based on legal/health consequences.	5	4	3	2	1

All/nearly	Most	About half	Some	Few/none		Extremely	Quite	Moderately	Somewhat	Not at all
5	4	3	2	1	Avoid businesses known for deceptive practices.	5	4	3	2	1
5	4	3	2	1	Relate individual job to Army mission.	5	4	3	2	1
5	4	3	2	1	Obtain sales agreement in writing.	5	4	3	2	1
5	4	3	2	1	Provide proper family and child care.	5	4	3	2	1
5	4	3	2	1	Understand the purposes and methods of family planning and its physical, psychological, legal, and religious aspects.	5	4	3	2	1
5	4	3	2	1	Apply first aid procedures in response to accidents and emergencies.	5	4	3	2	1
5	4	3	2	1	Understand impact of current events on soldier in Europe.	5	4	3	2	1
5	4	3	2	1	Apply European measurements (clothing, weight, metric).	5	4	3	2	1

## Appendix G

### Cover Letters Sent to Mailed Questionnaire Recipients

For an explanation of the following pages,  
please refer to Page 15 in the body of the report.



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, and SEVENTH ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, PERSONNEL  
APO NEW YORK 09403

AEAGE

SUBJECT: Survey of Services, Life Coping Skills in USAREUR Project

Commander  
USAREUR Human Services/Support Agencies

1. The Human Resources Research Organization (HumRRO), under contract with the Army Research Institute (ARI), is conducting research on life coping skills in USAREUR. This research is sponsored by the Army Continuing Education Division of Deputy Chief of Staff for Operations.
2. The goals of the Life Coping Skills in USAREUR Project are to (1) identify the life coping skills needed by first-term enlistees in order to adapt successfully to the USAREUR environment, (2) develop measures which assess the extent to which life coping skills are possessed by first-term enlistees, (3) review existing programs which address life coping skills and adaptation to USAREUR, and (4) develop and try out a pilot instructional program for one aspect of life coping.
3. To facilitate understanding of the needs of first-term enlistees in USAREUR, it is requested that you complete the Survey of Services questionnaire (incl. 1) and the list of USAREUR life-role demands (incl. 2), as well as the Indicators of Successful Adaptation to USAREUR (incl. 3).
4. You have been selected to be a respondent to this survey because of your knowledge of your organization's services which are provided to meet the needs of first-term enlistees. Information obtained from this survey and subsequent Life Coping Skills in USAREUR Project activities will be of value to programs which provide services to soldiers in the areas of needs assessment, planning, training, and evaluation.
5. Please complete the Survey of Services and return it in the envelope provided NLT 25 March 1981. In addition, it is requested that you provide copies of all handouts, pamphlets, and other informational materials which your agency makes available to clients. HumRRO POC is Dr. Rosemary Dawson, MM (2131) 6386/7635.

CHARLES C. ROGERS  
Major General, GS  
Deputy Chief of Staff, Personnel

3 Incls.  
as

# HUMAN RESOURCES RESEARCH ORGANIZATION

HQ, USAREUR and 7th Army  
ODCSPER (ARI), Box 127, 789  
APO, New York 09403

5 March 1981

Dear Survey Participant:

From the time first-term enlistees step off the plane in Frankfurt until they end their tour overseas, they are confronted with a multitude of demands, many of which are new and difficult. How well soldiers are able to meet these demands depends upon their personal resources (knowledge, skills, attitudes, etc.) and the degree to which they receive assistance from others (friends, commanders, service agencies/organizations, etc.). The Life Coping Skills in USAREUR Project is investigating the demands faced by first-term enlistees, the life coping skills needed to meet them, and current programs designed to assist soldiers in coping with the USAREUR environment.

Your organization/agency is one which provides a valuable service to soldiers as they attempt to meet various demands. Thus, you are an important source of information in our efforts to examine life coping in USAREUR. The enclosed "Survey of Services" is designed to obtain information about programs such as yours which deal directly with soldiers. By completing this survey, you will greatly enhance our understanding of existing services available to first-term enlistees. The results of this survey and subsequent project activities will be useful to participating agencies in the areas of needs assessment, program planning, and evaluation.

Please complete this survey and add any additional comments you think are necessary to describe your program. If you have informational brochures, pamphlets, etc., we would appreciate receiving these with your completed survey.

If you have any questions regarding the survey or the Life Coping Skills in USAREUR Project, please call us at (2131) 8325/6386.

Thank you very much for taking the time to tell us about your organization and its services.

Sincerely,



Richard L. Miller, Ph.D.  
Project Director

## Appendix H

Information Packets Sent to Points of Contact  
and Commanders for the On-Site Data Collection Activities

For an explanation of the following pages,  
please refer to Page 22 in the body of the report.



Inclosure 1

SCHEDULE/METHOD/SUPPORT REQUIREMENTS

1. SCHEDULE

<u>Community</u>	<u>Initial coordination and briefing with POC</u>	<u>Data collection</u>
Ansbach		
Bamberg		
Baumholder		
Berlin		
Frankfurt		
Giessen		
Karlsruhe		
Nuernberg		
Zweibruecken		

To be scheduled between  
13 April and 17 April

To be scheduled between  
27 April and 8 May

2. METHOD OF DATA COLLECTION

- a. Approximately 60 first-term enlistees and 20 NCOs will participate in this study at each site.
- b. Each participant will spend not longer than two hours. One hour will involve a structured group interview; the other, completion of a questionnaire.
- c. Data collection will be conducted during four sessions at each location as follows:
  - 0730 - 0930 Company #1--first-term enlistees
  - 0930 - 1130 All NCOs
  - 1230 - 1430 Company #2--first-term enlistees
  - 1430 - 1630 Company #3--first-term enlistees

### 3. SUPPORT REQUIREMENTS

- a. Request that each battalion commander designate a POC to:
  - 1. meet with HumRRO personnel as scheduled in Part 1, Inclosure 1.
  - 2. select participants.
  - 3. notify participants and facilitate their attendance at their assigned session.
- b. Request that a location accessible to the participants (e.g., company classrooms or day rooms) be reserved for the data collection activities. For each session two closely located rooms, each accommodating at least 10 people, are needed. Writing surfaces (desks, tables, or clip boards) in one of the two rooms would be helpful.

## Inclosure 2

### HumRRO Life Coping Skills in USAREUR Project

#### Objectives

##### 1. Review of the Literature

To review the literature on topics related to the identification of life coping skills crucial to first-term enlistees' successful adaptation to USAREUR. This review was completed in Coping and Adaptation: Theoretical and Applied Perspectives. This report provides a theoretical framework, models of the coping process and of functional competency, a review of civilian and military studies related to life coping, and recommendations for future project activities.

##### 2. Inventory of Life Coping Skills in USAREUR

To identify the life coping skills required by first-term enlistees in USAREUR in order to meet the demands they commonly encounter in the areas of health (physical and psychological); leisure/recreation (including education); work; finances and consumerism; and law and citizenship.

##### 3. Life Coping Skills in USAREUR Assessment

To select/develop assessment items which will then be administered to a sample of first-term enlistees in order to determine the extent to which first-term enlistees in USAREUR possess life coping skills.

##### 4. Relationship between Coping Skills and Adaptation to USAREUR

To determine the relationship between possession of life coping skills and the extent to which first-term enlistees successfully adapt to USAREUR based on data obtained from the assessment of life coping skills and measures derived from criteria of successful adaptation to USAREUR.

##### 5. Review of Existing Life Coping Skills Programs

To review and critique current efforts within USAREUR which assist first-term enlistees in coping with the demands they face.

##### 6. Pilot Instructional Program

To develop and try out a pilot instructional program designed to assist first-term enlistees with an aspect of life coping skills which has been determined to be important, lacking among large numbers of first-term enlistees, and not adequately addressed by existing programs.

LIFE COPING SKILLS IN USAREUR PROJECT

Administrative Assistance Requested  
of Battalion POCs

Date When  
Completed

1. Select participants.  
See Guidelines for Selection of Participants. \_\_\_\_\_
2. Assign participants to a 2-hour session.  
See Schedule of Sessions to be completed by POC.  
Typically, all four sessions will be held on  
the same day: 0730-0930, 0945-1145, 1230-1430,  
1445-1645. \_\_\_\_\_
3. Notify participating first-term enlistees  
and NCOs of when and where they should  
meet and of the general purpose of the  
meeting.  
See Sample DF. \_\_\_\_\_
4. Arrange for two rooms, each to accommodate  
approximately 20 people. Both rooms should  
have writing surfaces (desks, tables or  
clip boards). The rooms will be needed  
all day (0700 - 1700) and should be close  
to each other. \_\_\_\_\_
5. Notify the HumRRO POC, MM (2131) 7635/6386 of  
the meeting location. \_\_\_\_\_
6. Expedite the prompt arrival of the selected  
participants to the correct location. \_\_\_\_\_

Guidelines for Selection of Participants  
for the Life Coping Skills in USAREUR Project

Please follow as closely as possible the guidelines below when you select participants for the Life Coping Skills in USAREUR Project.

1. Select any 3 companies in your battalion.
2. For each of the 3 companies, compile a roster of first-term enlistees in alphabetical order.
  - a. Count the number of first-term enlistees and divide the number by 25.
  - b. Use that number (X) to select every Xth person on the roster.

Example: 1. C Company has 65 first-term enlistees

2a.  $65 \div 25 = 2.6$  (Use 3)

b. Select on the roster, soldiers 3, 6, 9, 12, etc.  
through 63.

c. Assign the selected participants in each company to the 2-hour block of time scheduled for that company. You should have between 20-25 first-term enlistees assigned to each session.

3. For the 3 selected companies combined, compile an alphabetical list of NCO's in grades E-5 through E-8.

4a. Count the number of NCO's on the list and divide the number by 25.

b. Use that number (X) to select every Xth name on the roster.

5. Assign all of the NCO's to attend the 2-hour block of time scheduled for the NCO's. You should have approximately 25 NCO's assigned to that session.

NOTE: If a selected person is not available or is unable to attend the assigned session, TAKE THE NEXT NAME ON THE LIST.

# LIFE COPING SKILLS IN USAREUR PROJECT

## Schedule of Sessions

Directions: Fill in the information for your battalion's participation in the project.

### \*SESSION #1 -

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Location: \_\_\_\_\_

Participants: \_\_\_\_\_ first-term enlistees from \_\_\_\_\_ Company  
or  
\_\_\_\_\_ NCOs from \_\_\_\_\_ Company

List names:

- |           |           |
|-----------|-----------|
| 1. _____  | 14. _____ |
| 2. _____  | 15. _____ |
| 3. _____  | 16. _____ |
| 4. _____  | 17. _____ |
| 5. _____  | 18. _____ |
| 6. _____  | 19. _____ |
| 7. _____  | 20. _____ |
| 8. _____  | 21. _____ |
| 9. _____  | 22. _____ |
| 10. _____ | 23. _____ |
| 11. _____ | 24. _____ |
| 12. _____ | 25. _____ |
| 13. _____ | 26. _____ |

\* Note: POCs were provided with similar worksheets for Sessions 2 - 4.

# SAMPLE DF INFORMATION

1. You are to report to (give room, building, etc.) at (give time 15 minutes before session; e.g., 0715 ) on (give day and date).
2. The purpose of this meeting is for you to provide information to the Human Resources Research Organization (HumRRO) for the Deputy Chief of Staff, Personnel (DCSPER) about the needs of first-term enlistees in USAREUR and the services which help soldiers meet those needs.
3. Any questions or problems should be brought to the attention of (give BN POC's name, phone number and duty location).

## Appendix I

Demographic Data Questions:  
First Term Enlistee and NCO Questionnaires

For an explanation of the following pages,  
please refer to Page 24 in the body of the report.



Demographic Data Questions  
First-Term Enlistee Questionnaire

Directions: The questions below ask for some information which describes you.  
Read each question and its choices.

Do not put your name on this questionnaire. It is anonymous and confidential. You will not be identified in any way with how you answer the questions.

1. What is your grade?

\_\_\_\_\_ E-1

\_\_\_\_\_ E-2

\_\_\_\_\_ E-3

\_\_\_\_\_ E-4

2. How long have you been in Germany?

\_\_\_\_\_ Less than 6 months

\_\_\_\_\_ Between 6 months and 1 year

\_\_\_\_\_ Between 1 year and 18 months

\_\_\_\_\_ Between 18 months and 2 years

\_\_\_\_\_ Between 2 years and 2 1/2 years

\_\_\_\_\_ Between 2 1/2 and 3 years

3. What is your DEROS? \_\_\_\_\_

4. What is your MOS? \_\_\_\_\_

5. What is your marital/family status?

(Check only one)

\_\_\_\_\_ Single

\_\_\_\_\_ Married, no children

\_\_\_\_\_ Married, with children

6. If you are married, is/are your dependent(s) with you in Germany?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

7. Are you now taking any education classes? (Check all that apply.)

\_\_\_\_\_ No

\_\_\_\_\_ Yes, BSEP (Basic Skills Education Program)

\_\_\_\_\_ Yes, ESL (English as a Second Language)

\_\_\_\_\_ Yes, HSCP (High School Completion Program)

\_\_\_\_\_ Yes, GED prep

\_\_\_\_\_ Yes, college level (undergraduate)

\_\_\_\_\_ Yes, college level (graduate)

\_\_\_\_\_ Yes, German language

\_\_\_\_\_ Yes, other (please write the class name here):

\_\_\_\_\_

8. What is your racial/ethnic group?

\_\_\_\_\_ White

\_\_\_\_\_ Hispanic

\_\_\_\_\_ Black

\_\_\_\_\_ Asian

\_\_\_\_\_ Native American

\_\_\_\_\_ Other

9. Do you plan to reenlist?

\_\_\_\_\_ Definitely

\_\_\_\_\_ Probably

\_\_\_\_\_ Don't know yet

\_\_\_\_\_ Probably not

\_\_\_\_\_ Definitely not

10. How old are you? \_\_\_\_\_ years

11. What is your sex?

\_\_\_\_\_ Male

\_\_\_\_\_ Female

12. How do you feel about your duty?

\_\_\_\_\_ Very positive

\_\_\_\_\_ Positive

\_\_\_\_\_ Neutral

\_\_\_\_\_ Negative

\_\_\_\_\_ Very negative

13. How do you feel about living in Germany?

\_\_\_\_\_ Very positive

\_\_\_\_\_ Positive

\_\_\_\_\_ Neutral

\_\_\_\_\_ Negative

\_\_\_\_\_ Very negative

14. What was the highest grade you completed in school before joining the Army?

\_\_\_\_\_ 8th grade or less

\_\_\_\_\_ 9th grade

\_\_\_\_\_ 10th grade

\_\_\_\_\_ 11th grade

\_\_\_\_\_ 12th grade (high school graduate)

\_\_\_\_\_ Some college, but no degree

\_\_\_\_\_ College degree

Demographic Data Questions  
NCO Questionnaire

Directions: The questions below ask for some information which describes you.  
Read each question and its choices.

Do not put your name on this questionnaire. It is anonymous and confidential. You will not be identified in any way with how you answer the questions.

1. What is your grade?

- ☐ E-5
- ☐ E-6
- ☐ E-7
- ☐ E-8 or above

2. How long have you been in the Army?

- ☐ 3-5 years
- ☐ 6-8 years
- ☐ 9-11 years
- ☐ 12-14 years
- ☐ 15 or more years

3. What is your sex?

- ☐ Male
- ☐ Female

4. How long have you been in Germany?  
(Your present tour only)

- ☐ Less than 6 months
- ☐ Between 6 months and 1 year
- ☐ Between 1 year and 2 years
- ☐ Between 2 years and 3 years
- ☐ More than 3 years

5. Have you had a previous tour in Germany?

☐ No

☐ Yes, one other tour

☐ Yes, two other tours

☐ Yes, three other tours

☐ Yes, four or more other tours

6. What is your DEROS? \_\_\_\_\_

7. In what racial/ethnic group do you consider yourself?

☐ White

☐ Hispanic

☐ Black

☐ Asian

☐ Native American

☐ Other

8. What is your duty position title in your company/battery?

☐ First sergeant

☐ Platoon sergeant

☐ Squad leader

☐ Team/section chief

☐ Training NCO

☐ Other (Please specify)

\_\_\_\_\_

9. How do you feel about your present duty?

☐ Very positive

☐ Positive

☐ Neutral

☐ Negative

☐ Very negative

10. How do you feel about living in Europe?

\_\_\_\_\_ Very positive .

\_\_\_\_\_ Positive

\_\_\_\_\_ Neutral

\_\_\_\_\_ Negative

\_\_\_\_\_ Very negative

Appendix J

Summaries of Findings: Agency by Agency

For an explanation of the following pages,  
please refer to Page 147 in the body of the report.

Summary of Results for  
Army and Air Force Exchange System

I. RESULTS WERE OBTAINED FROM:

- A. 68 first term enlistees
- B. 17 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services  
used by first term enlistees?

a. never	11.8
b. once	4.4
c. 2-5 times	7.4
d. 6-10 times	5.9
e. 11-15 times	5.9
f. 16-20 times	1.5
g. more than 20 times	26.5
h. on a regular basis	36.8

2. First term enlistees who have used  
services at least once

88.0

C. NCO PERCEPTIONS OF AGENCY USE BY  
FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use  
this agency's services?

1. very few or none	5.9
2. some	17.6
3. about half	5.9
4. most	17.6
5. all or nearly all	52.9

MEAN RATING = 3.94

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

A. NCOs perceptions of services provided  
to first term enlistees

3.12

B. First term enlistees' evaluation of  
services received

3.02

\*1 is low; 5 is high



IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	23.5	8.8
2. do not know about services	23.5	7.4
3. do not know how to apply	23.5	0.0
4. have heard negative things	70.6	5.9
5. tried to use, but weren't satisfied	47.1	8.8
6. don't want Army to know problems	29.4	4.4
7. get help from other sources	11.8	4.4
8. services not available locally	5.9	1.5
9. other	0.0	5.9
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	8.8
2. agency handouts - newsletters	16.2
3. in-processing	27.9
4. community publications	17.6
5. bulletin boards	23.5
6. AFN-TV	27.9
7. AFN-radio	23.5
8. commanders	7.4
9. NCOs	17.6
10. other soldiers	61.8
11. other agencies	5.9
12. Stars and Stripes	17.6
13. other Army newspapers/magazines	8.8
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	5.9
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency. Army Emergency Relief	5.9
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	88.2
9. Yes, I would send the soldier to the agency.	64.7
10. Yes, I would take the soldier to the agency.	47.1
11. Yes, I would inform the agency of the soldier's need for their services.	35.3

## VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
023	18.0	111	18.0		

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
023	3.0	097	9.0	111	15.0
043	3.0	107	3.0	113	6.0

Summary of Results for  
Army Community Services

I. RESULTS WERE OBTAINED FROM:

- A. 32 representatives of this agency
- B. 71 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED	% of Users
1. first term enlistees	20.2
2. E-4 or below, not first term	22.1
3. NCOs	19.0
4. officers	9.5
5. civilians	5.2
6. dependents	22.7
7. others	0.1
B. VOLUNTARY VS. MANDATED USE	
1. use is on a voluntary basis	85.7
2. use is mandated	14.3
C. DUTY VS. NON-DUTY USE	
1. use services on duty time	89.8
2. use services off duty time	10.2

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE	% of Users
1. as a one time experience	46.3
2. every now and then	29.1
3. on a regular ongoing basis	24.6
B. FIRST TERM ENLISTEE REPORT OF USE	% FTEs reporting
1. How often are this agency's services used by first term enlistees?	
a. never	69.0
b. once	7.0
c. 2-5 times	12.7
d. 6-10 times	4.2
e. 11-15 times	1.4
f. 16-20 times	0.0
g. more than 20 times	1.4
h. on a regular basis	4.2
2. First term enlistees who have used services at least once	31.0

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	5.6
2. some	61.1
3. about half	22.2
4. most	5.6
5. all or nearly all	5.6

MEAN RATING = 2.44

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	15.6
B. instruction/training	65.6	B. health (psychological)	37.5
C. counseling/advice	84.4	C. legal	9.5
D. goods/equipment/ merchandise	81.3	D. financial	87.5
E. recreation/activities	28.1	E. military	50.0
F. financial support	62.5	F. foreign country	31.3
G. health care services	18.8	G. consumer aid/guidance	81.3
H. nursery/family support	78.1	H. merchandise	37.5
I. coordination	84.4	I. housing	37.5
J. other	3.1	J. leisure/recreation	25.0
		K. education	37.5
		L. citizenship	12.5
		M. transportation	37.5
		N. counseling	84.4
		O. other	6.3

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.33
2. reputation	4.63
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.39
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.52

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	54.8	66.7	12.7
2. do not know about services	93.5	55.6	5.6
3. do not know how to apply	--	38.9	7.0
4. have heard negative things	9.7	27.8	0.0
5. tried to use, but weren't satisfied	--	16.7	7.0
6. don't want Army to know problems	58.1	22.2	0.0
7. get help from other sources	64.5	22.2	8.5
8. services not available locally	--	0.0	7.0
9. other	9.7	0.0	18.3
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	21.1
2. agency handouts - newsletters	93.5	11.3
3. in-processing	100.0	23.9
4. community publications	100.0	14.1
5. bulletin boards	96.8	21.1
6. AFN-TV	22.6	23.9
7. AFN-radio	67.7	12.7
8. commanders		7.0
9. NCOs	93.5	12.7
10. other soldiers	90.3	36.6
11. other agencies	87.1	4.2
12. Stars and Stripes	19.4	9.9
13. other Army newspapers/magazines	35.5	4.2
14. other means	3.2	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	88.9
9. Yes, I would send the soldier to the agency.	61.1
10. Yes, I would take the soldier to the agency.	72.2
11. Yes, I would inform the agency of the soldier's need for their services.	50.0

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 18)

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	94			43	61	8		85			
2	100	23	3	44			3	86			
3	6	8		45				87	17	8	
4	6			46	6			88	11		
5	61			47	6			89	6		
6				48				90		8	
7	6	8		49				91	28		
8	56	8		50				92	39		
9	11			51				93	6		
10				52	11	9		94	6		
11	6	9		53	22			95			
12				54	22			96	11		
13	83			55				97			
14	11			56	6			98	6		
15		8		57				99			
16	56			58				100		8	
17	28	9		59	6			101			
18	17	8		60				102	28	8	
19				61	11			103	11		
20				62	17			104		8	
21	22			63				105	6		
22				64				106	33	25	
23	50	9		65	11			107			
24	11	9		66				108	22		
25	6			67				109	11		
26	11			68	11			110	50	17	
27	6			69	6			111	6		
28				70	11			112	17		
29				71	6			113	6		
30				72				114	11	9	
31				73	17			115			
32	17			74				116			
33	17			75				117	17		
34	17			76				118	6		
35	28			77				119	17		
36	33	9		78	11			120	11		
37				79				121			
38				80				122	6		
39	83	25		81	44	36		123	56	27	
40	11			82	39			124	6		
41				83	6	8		125	6		
42	6			84				126		8	
								127	28		

Summary of Results for  
Army Emergency Relief

I. RESULTS WERE OBTAINED FROM:

- A. 5 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 41.2 |
| 2. E-4 or below, not first term | 21.3 |
| 3. NCOs                         | 26.5 |
| 4. officers                     | 4.0  |
| 5. civilians                    | 0.0  |
| 6. dependents                   | 1.3  |
| 7. others                       | 5.7  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 99.5 |
| 2. use is mandated             | 0.5  |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 95.8 |
| 2. use services off duty time | 4.2  |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 92.0 |
| 2. every now and then         | 6.8  |
| 3. on a regular ongoing basis | 1.2  |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 86.6 |
| b. once   | 9.0  |
| c. 2-5 times  | 3.0  |
| d. 6-10 times   | 1.5  |
| e. 11-15 times  | 0.0  |
| f. 16-20 times  | 0.0  |
| g. more than 20 times   | 0.0  |
| h. on a regular basis   | 0.0  |
| 2. First term enlistees who have used services at least once          | 13.0 |

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	47.1
2. some	35.3
3. about half	11.8
4. most	5.9
5. all or nearly all	0.0

MEAN RATING = 1.94

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	80.0	A. health (physical)	0.0
B. instruction/training	40.0	B. health (psychological)	0.0
C. counseling/advice	60.0	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	100.0
E. recreation/activities	0.0	E. military	60.0
F. financial support	100.0	F. foreign country	20.0
G. health care services	0.0	G. consumer aid/guidance	0.0
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	100.0	I. housing	0.0
J. other	0.0	J. leisure/recreation	0.0
		K. education	0.0
		L. citizenship	20.0
		M. transportation	20.0
		N. counseling	20.0
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	5.00
2. reputation	5.00
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.94
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.52

\*Agency scores have been converted to a 5-point scale  
on which 1 is low



# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	100.0	44.4	68.7
2. do not know about services	75.0	27.8	11.9
3. do not know how to apply	--	27.8	4.5
4. have heard negative things	0.0	38.9	3.0
5. tried to use, but weren't satisfied	--	33.3	0.0
6. don't want Army to know problems	0.0	11.1	3.0
7. get help from other sources	100.0	5.6	3.0
8. services not available locally	--	0.0	0.0
9. other	0.0	5.6	6.0
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	20.9
2. agency handouts - newsletters	100.0	13.4
3. in-processing	80.0	14.9
4. community publications	40.0	10.4
5. bulletin boards	80.0	20.9
6. AFN-TV	60.0	31.3
7. AFN-radio	40.0	11.9
8. commanders	100.0	14.9
9. NCOs	100.0	25.4
10. other soldiers	100.0	20.9
11. other agencies	100.0	9.0
12. Stars and Stripes	20.0	14.9
13. other Army newspapers/magazines	60.0	9.0
14. other means	20.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	5.6
3. No, I don't think the agency would help.	5.6
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	72.2
9. Yes, I would send the soldier to the agency.	61.1
10. Yes, I would take the soldier to the agency.	44.4
11. Yes, I would inform the agency of the soldier's need for their services.	44.4

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 2 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	50			43	100		3	85			
2	50			44				86			
3				45				87			
4				46				88			
5				47				89			
6				48				90	50		
7				49				91	50	18	
8	100			50				92			3
9				51				93			
10				52				94			
11	50		3	53				95			
12				54				96			
13	100	36		55				97			
14				56				98			
15				57				99			
16				58				100			
17	100	9	3	59				101			
18				60				102			
19		8		61				103			
20				62				104			
21				63				105			
22				64				106			
23				65				107			
24				66				108			
25				67				109			
26	100			68				110		8	
27				69				111			
28				70				112			6
29				71				113			
30				72				114			
31				73				115			
32				74				116			
33				75				117			
34				76				118			
35				77				119			
36				78				120			
37				79				121			
38				80				122			
39				81				123			9
40				82				124			
41				83				125			
42				84				126			
								127			

Summary of Results for  
Armed Forces Network Radio and Television

I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

- 1. How often are this agency's services used by first term enlistees?

a. never	33.8
b. once	2.8
c. 2-5 times	5.6
d. 6-10 times	2.8
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	9.9
h. on a regular basis	45.1

- 2. First term enlistees who have used services at least once

66.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	0.0
2. some	16.7
3. about half	11.1
4. most	33.3
5. all or nearly all	38.9

MEAN RATING = 3.94

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

2.89

- B. First term enlistees' evaluation of services received

2.60

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	33.3	19.7
2. do not know about services	27.8	21.1
3. do not know how to apply	22.2	8.5
4. have heard negative things	22.2	2.8
5. tried to use, but weren't satisfied	27.8	7.0
6. don't want Army to know problems	5.6	2.8
7. get help from other sources	5.6	8.5
8. services not available locally	0.0	1.4
9. other	5.6	1.4
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	25.4
2. agency handouts - newsletters	7.0
3. in-processing	8.5
4. community publications	8.5
5. bulletin boards	9.9
6. AFN-TV	40.8
7. AFN-radio	36.6
8. commanders	4.2
9. NCOs	10.0
10. other soldiers	26.8
11. other agencies	1.4
12. Stars and Stripes	5.6
13. other Army newspapers/magazines	1.4
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	11.1
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	5.6
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	11.1
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	77.8
9. Yes, I would send the soldier to the agency.	27.8
10. Yes, I would take the soldier to the agency.	16.7
11. Yes, I would inform the agency of the soldier's need for their services.	27.8

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
091	3.0				

Summary of Results for  
Bank Facility

I. RESULTS WERE OBTAINED FROM:

- A. 9 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 17.4 |
| 2. E-4 or below, not first term | 21.5 |
| 3. NCOs                         | 21.8 |
| 4. officers                     | 11.1 |
| 5. civilians                    | 8.2  |
| 6. dependents                   | 19.3 |
| 7. others                       | 0.2  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 98.1 |
| 2. use is mandated             | 1.9  |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 81.3 |
| 2. use services off duty time | 18.7 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 2.4  |
| 2. every now and then         | 10.4 |
| 3. on a regular ongoing basis | 87.2 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 17.6 |
| b. once   | 5.9  |
| c. 2-5 times  | 13.2 |
| d. 6-10 times   | 13.2 |
| e. 11-15 times  | 2.9  |
| f. 16-20 times  | 4.4  |
| g. more than 20 times   | 16.2 |
| h. on a regular basis   | 26.5 |
| 2. First term enlistees who have used services at least once          | 82.0 |

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	5.9
2. some	35.3
3. about half	23.5
4. most	35.3
5. all or nearly all	0.0

MEAN RATING = 2.88

IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED  
(Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	77.8	A. health (physical)	0.0
B. instruction/training	55.6	B. health (psychological)	0.0
C. counseling/advice	77.8	C. legal	11.1
D. goods/equipment/ merchandise	0.0	D. financial	0.0
E. recreation/activities	0.0	E. military	11.1
F. financial support	88.9	F. foreign country	22.2
G. health care services	0.0	G. consumer aid/guidance	33.3
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	33.3	I. housing	0.0
J. other	11.1	J. leisure/recreation	2.2
		K. education	11.1
		L. citizenship	0.0
		M. transportation	11.1
		N. counseling	44.4
		O. other	0.0

V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.71
2. reputation	3.52
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.56
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.96

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	55.6	41.2	13.2
2. do not know about services	77.8	5.9	2.9
3. do not know how to apply	--	35.3	1.5
4. have heard negative things	88.9	88.2	7.4
5. tried to use, but weren't satisfied	--	64.7	10.3
6. don't want Army to know problems	22.2	5.9	0.0
7. get help from other sources	33.3	5.9	7.4
8. services not available locally	--	5.9	0.0
9. other	0.0	0.0	8.8
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	11.8
2. agency handouts - newsletters	66.7	8.8
3. in-processing	77.8	36.8
4. community publications	88.9	5.9
5. bulletin boards	44.4	5.9
6. AFN-TV	66.7	13.2
7. AFN-radio	66.7	7.4
8. commanders		5.9
9. NCOs	77.8	17.6
10. other soldiers	88.9	47.1
11. other agencies	33.3	0.0
12. Stars and Stripes	55.6	7.4
13. other Army newspapers/magazines	44.4	7.4
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	5.9
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency. Agencies mentioned were: credit union	11.8
6. No, the agency isn't located near our duty station.	5.9
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	94.1
9. Yes, I would send the soldier to the agency.	58.8
10. Yes, I would take the soldier to the agency.	41.2
11. Yes, I would inform the agency of the soldier's need for their services.	11.8



# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 4 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	25			43	75	17	3	85			
2	25	23	3	44				86			
3				45				87			
4				46				88			
5				47				89			
6				48				90			
7				49				91	75		
8	75	23	12	50				92			
9				51				93			
10				52				94			
11				53				95			
12				54				96			
13	75		3	55				97			
14				56				98			
15				57				99			
16				58				100			
17	50		3	59			3	101	25		
18				60				102			
19				61				103			
20				62				104			
21				63				105			
22				64				106			
23				65				107			
24				66				108			
25				67				109			
26	50	15	18	68				110			
27				69				111			
28				70				112			
29	100	27	6	71				113			
30				72				114			
31				73	25		3	115			
32	25			74			6	116			
33				75				117			
34				76				118			
35				77				119			
36	100	36	3	78				120	25		
37				79				121			
38				80				122	25		
39	100	25	29	81				123			
40				82				124			
41				83				125			
42				84				126			
								127			

Summary of Results for  
Basic Skills Education Program

I. RESULTS WERE OBTAINED FROM:

- A. 7 representatives of this agency
- B. 71 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED % of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 65.0 |
| 2. E-4 or below, not first term | 25.4 |
| 3. NCOs                         | 8.7  |
| 4. officers                     | 0.0  |
| 5. civilians                    | 0.0  |
| 6. dependents                   | 1.6  |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 61.0 |
| 2. use is mandated             | 38.7 |

C. DUTY VS. NON-DUTY USE

- |                               |       |
|-------------------------------|-------|
| 1. use services on duty time  | 100.0 |
| 2. use services off duty time | 0.0   |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE % of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 16.7 |
| 2. every now and then         | 35.0 |
| 3. on a regular ongoing basis | 46.5 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 60.6 |
| b. once   | 23.9 |
| c. 2-5 times  | 14.1 |
| d. 6-10 times   | 0.0  |
| e. 11-15 times  | 0.0  |
| f. 16-20 times  | 0.0  |
| g. more than 20 times   | 0.0  |
| h. on a regular basis   | 1.4  |
| 2. First term enlistees who have used services at least once          | 38.0 |

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	16.7
2. some	50.0
3. about half	11.1
4. most	11.1
5. all or nearly all	11.1

MEAN RATING = 2.50

### IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	71.4	A. health (physical)	14.3
B. instruction/training	0.0	B. health (psychological)	14.3
C. counseling/advice	42.9	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	14.3
E. recreation/activities	0.0	E. military	42.9
F. financial support	0.0	F. foreign country	0.0
G. health care services	0.0	G. consumer aid/guidance	42.9
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	14.3	I. housing	0.0
J. other	0.0	J. leisure/recreation	0.0
		K. education	0.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	0.0
		O. other	0.0

### V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.81
2. reputation	5.00
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.28
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.25

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	28.6	44.4	38.0
2. do not know about services	57.1	44.4	8.5
3. do not know how to apply	--	22.8	2.8
4. have heard negative things	0.0	11.1	1.4
5. tried to use, but weren't satisfied	--	16.7	4.2
6. don't want Army to know problems	0.0	27.8	1.4
7. get help from other sources	0.0	5.6	5.6
8. services not available locally	--	0.0	1.4
9. other	57.1	16.7	14.1
10. does not apply	14.3	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	15.5
2. agency handouts - newsletters	28.6	12.7
3. in-processing	71.4	38.0
4. community publications	28.6	4.2
5. bulletin boards	57.1	11.3
6. AFN-TV	57.1	9.9
7. AFN-radio	71.4	7.0
8. commanders	100.0	7.0
9. NCOs		21.1
10. other soldiers	71.4	29.6
11. other agencies	42.9	1.4
12. Stars and Stripes	57.1	1.4
13. other Army newspapers/magazines	28.6	2.8
14. other means	14.3	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	88.2
9. Yes, I would send the soldier to the agency.	82.4
10. Yes, I would take the soldier to the agency.	47.1
11. Yes, I would inform the agency of the soldier's need for their services.	52.9

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 7)

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	43			43				85			
2	43			44				86	86		
3	29			45	57			87			
4	72			46				88			
5	14			47				89	14		
6	43			48				90			
7	14			49				91			
8	14			50	14			92	29		
9				51				93			
10	72			52				94	29		
11				53				95	29		
12	57			54				96			
13				55				97			
14	29			56				98			
15				57				99			
16				58				100			
17	29			59	14			101			
18	14			60	14			102			
19				61				103	29		
20				62	72			104	43		
21	14			63				105	72		
22	72			64				106	58		
23	14			65				107			
24				66				108			
25				67				109	43		
26	43			68	43			110			
27				69	29			111			
28	14			70				112			
29	14			71				113			
30	57			72				114			
31				73	29			115	14		
32				74	14			116	43		
33				75	14			117	58		
34				76				118			
35				77				119			
36	29			78	29			120			
37	43			79	72			121			
38				80	14			122			
39	39			81				123			
40				82				124			
41				83				125			
42				84	43			126			
								127	14		

Summary of Results for  
Chaplain

I. RESULTS WERE OBTAINED FROM:

- A. 11 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 24.2 |
| 2. E-4 or below, not first term | 12.4 |
| 3. NCOs                         | 15.3 |
| 4. officers                     | 15.4 |
| 5. civilians                    | 7.7  |
| 6. dependents                   | 21.6 |
| 7. others                       | 1.1  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 96.9 |
| 2. use is mandated             | 3.1  |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 46.2 |
| 2. use services off duty time | 53.8 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 23.2 |
| 2. every now and then         | 30.4 |
| 3. on a regular ongoing basis | 46.4 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

- |                       |      |
|-----------------------|------|
| a. never              | 70.1 |
| b. once               | 16.4 |
| c. 2-5 times          | 11.9 |
| d. 6-10 times         | 0.0  |
| e. 11-15 times        | 1.5  |
| f. 16-20 times        | 0.0  |
| g. more than 20 times | 0.0  |
| h. on a regular basis | 0.0  |

2. First term enlistees who have used services at least once

30.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	35.3
2. some	41.2
3. about half	11.8
4. most	11.8
5. all or nearly all	0.0

MEAN RATING = 2.00

IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED  
(Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	100.0	B. health (psychological)	90.9
C. counseling/advice	100.0	C. legal	18.2
D. goods/equipment/ merchandise	45.5	D. financial	72.7
E. recreation/activities	27.3	E. military	72.7
F. financial support	63.6	F. foreign country	45.5
G. health care services	0.0	G. consumer aid/guidance	27.3
H. nursery/family support	54.5	H. merchandise	0.0
I. coordination	81.8	I. housing	0.0
J. other	45.5	J. leisure/recreation	27.3
		K. education	63.6
		L. citizenship	9.1
		M. transportation	18.2
		N. counseling	100.0
		O. other	63.6

V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.15
2. reputation	4.39
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.24
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.90

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	60.0	38.9	38.8
2. do not know about services	70.0	5.6	11.9
3. do not know how to apply	--	16.7	0.0
4. have heard negative things	0.0	11.1	4.5
5. tried to use, but weren't satisfied	--	22.2	6.0
6. don't want Army to know problems	40.0	27.8	3.0
7. get help from other sources	50.0	22.2	7.5
8. services not available locally	--	0.0	0.0
9. other	40.0	0.0	10.4
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	22.4
2. agency handouts - newsletters	90.9	6.0
3. in-processing	100.0	26.9
4. community publications	100.0	4.5
5. bulletin boards	90.9	14.9
6. AFN-TV	45.4	7.5
7. AFN-radio	54.5	4.5
8. commanders	100.0	10.4
9. NCOs		17.9
10. other soldiers	100.0	26.9
11. other agencies	81.8	3.0
12. Stars and Stripes	27.3	3.0
13. other Army newspapers/magazines	36.4	1.5
14. other means	18.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	5.6
7. No, for another reason. Reasons mentioned were: time conflicts	16.7
8. Yes, I would tell the soldier about the agency.	77.8
9. Yes, I would send the soldier to the agency.	61.1
10. Yes, I would take the soldier to the agency.	33.3
11. Yes, I would inform the agency of the soldier's need for their services.	38.9



# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 6 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	17			43	17			85			
2	17			44				86	17		
3				45	33			87			
4	17			46	17			88	67		
5				47				89			
6	33			48	17			90	17		
7				49	17			91	17		
8	17			50				92	83	45	
9				51				93	83		
10	17			52			3	94	17		
11				53	33			95	17		
12	33			54	17			96	17		
13	83			55				97	17		
14				56	17			98	17		
15				57	33			99			
16	17			58	83		3	100	17		
17				59	17			101	17		
18	17			60	17			102	17		
19				61				103	33		
20				62	17			104	17		
21	33			63	17			105	50		
22				64	33			106	17		
23				65	33			107	17		
24				66				108	17		
25			3	67	17			109	33		
26				68	33			110	83	8	9
27	17			69	67			111			
28				70	17			112	100	45	
29				71	33			113	17		
30	33			72	17			114	17		
31	17			73	17			115	17		
32	17		3	74	17			116	17		
33				75	17			117	33		
34				76	33			118	17		
35	33			77	17			119	83	9	
36	17			78				120	17		
37	17			79				121	50		
38				80	33			122			
39	17			81	50			123	50		
40	33			82	50	8	3	124	83		
41	33		3	83	17			125			
42	17			84	33			126	50		
								127	17		

Summary of Results for  
Child Care Center

I. RESULTS WERE OBTAINED FROM:

- A. 68 first term enlistees
- B. 17 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

a. never	97.0
b. once	3.0
c. 2-5 times	0.0
d. 6-10 times	0.0
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	0.0
h. on a regular basis	0.0

2. First term enlistees who have used services at least once

3.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	52.9
2. some	41.2
3. about half	0.0
4. most	5.9
5. all or nearly all	0.0

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(sources: First term enlistees and NCOs)

Mean Score\*

A. NCOs perceptions of services provided to first term enlistees

2.79

B. First term enlistees' evaluation of services received

1.50

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	64.7	89.7
2. do not know about services	23.5	19.1
3. do not know how to apply	11.8	2.9
4. have heard negative things	5.9	1.5
5. tried to use, but weren't satisfied	29.4	0.0
6. don't want Army to know problems	0.0	0.0
7. get help from other sources	35.3	1.5
8. services not available locally	5.9	1.5
9. other	11.8	0.0
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	55.9
2. agency handouts - newsletters	4.4
3. in-processing	5.9
4. community publications	2.9
5. bulletin boards	1.5
6. AFN-TV	2.9
7. AFN-radio	2.9
8. commanders	0.0
9. NCOs	4.4
10. other soldiers	8.8
11. other agencies	0.0
12. Stars and Stripes	1.5
13. other Army newspapers/magazines	1.5
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	5.9
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	94.1
9. Yes, I would send the soldier to the agency.	64.7
10. Yes, I would take the soldier to the agency.	41.2
11. Yes, I would inform the agency of the soldier's need for their services.	11.8

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
001	3.0	043	3.0		

Summary of Results for  
Civilian Personnel Office

I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services  
used by first term enlistees?

a. never	83.1
b. once	11.3
c. 2-5 times	4.2
d. 6-10 times	1.4
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	0.0
h. on a regular basis	0.0

2. First term enlistees who have used  
services at least once

17.0

C. NCO PERCEPTIONS OF AGENCY USE BY  
FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use  
this agency's services?

1. very few or none	61.1
2. some	33.3
3. about half	5.6
4. most	0.0
5. all or nearly all	0.0

MEAN RATING = 1.44

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

A. NCOs perceptions of services provided  
to first term enlistees

2.25

B. First term enlistees' evaluation of  
services received

3.00

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	55.6	42.3
2. do not know about services	55.6	40.8
3. do not know how to apply	44.4	5.6
4. have heard negative things	11.1	0.0
5. tried to use, but weren't satisfied	11.1	2.8
6. don't want Army to know problems	11.1	0.0
7. get help from other sources	5.6	4.2
8. services not available locally	0.0	2.8
9. other	0.0	1.4
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES		% FTEs
1. none - I don't know about services		53.5
2. agency handouts - newsletters		4.2
3. in-processing		9.9
4. community publications		4.2
5. bulletin boards		7.0
6. AFN-TV		4.2
7. AFN-radio		4.2
8. commanders		1.4
9. NCOs		9.9
10. other soldiers		21.1
11. other agencies		1.4
12. Stars and Stripes		2.8
13. other Army newspapers/magazines		2.8
14. other means		0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?		% NCOs reporting
1. No, this is not my responsibility.		0.0
2. No, I would send the soldier to the 1SG or the company CO.		5.6
3. No, I don't think the agency would help.		5.6
4. No, it would take the soldier away from duty too much.		5.6
5. No, I would refer the soldier to another agency.		0.0
6. No, the agency isn't located near our duty station.		0.0
7. No, for another reason. Reasons mentioned were: time conflicts		5.6
8. Yes, I would tell the soldier about the agency.		77.8
9. Yes, I would send the soldier to the agency.		55.6
10. Yes, I would take the soldier to the agency.		38.9
11. Yes, I would inform the agency of the soldier's need for their services.		33.3

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
----------	--------	----------	--------	----------	--------

Summary of Results for  
College Programs

I. RESULTS WERE OBTAINED FROM:

- A. 3 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED	% of Users
1. first term enlistees	22.5
2. E-4 or below, not first term	40.0
3. NCOs	25.0
4. officers	2.5
5. civilians	7.5
6. dependents	2.5
7. others	0.0
 B. VOLUNTARY VS. MANDATED USE	
1. use is on a voluntary basis	100.0
2. use is mandated	0.0
 C. DUTY VS. NON-DUTY USE	
1. use services on duty time	43.0
2. use services off duty time	56.7

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE	% of Users
1. as a one time experience	1.7
2. every now and then	21.7
3. on a regular ongoing basis	76.3
 B. FIRST TERM ENLISTEE REPORT OF USE	% FTEs reporting
1. How often are this agency's services used by first term enlistees?	
a. never	71.6
b. once	9.0
c. 2-5 times	14.9
d. 6-10 times	3.0
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	1.5
h. on a regular basis	0.0
 2. First term enlistees who have used services at least once	28.0



# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	27.8
2. some	66.7
3. about half	0.0
4. most	5.6
5. all or nearly all	0.0

MEAN RATING = 1.83

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	100.0	B. health (psychological)	0.0
C. counseling/advice	100.0	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	33.3
E. recreation/activities	0.0	E. military	0.0
F. financial support	66.7	F. foreign country	0.0
G. health care services	0.0	G. consumer aid/guidance	0.0
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	0.0	I. housing	0.0
J. other	0.0	J. leisure/recreation	0.0
		K. education	100.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	66.7
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.11
2. reputation	3.67
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.83
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.68

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	66.7	11.1	20.9
2. do not know about services	33.3	33.3	11.9
3. do not know how to apply	--	27.8	4.5
4. have heard negative things	0.0	0.0	1.5
5. tried to use, but weren't satisfied	--	33.3	7.5
6. don't want Army to know problems	33.3	5.6	3.0
7. get help from other sources	66.7	0.0	1.5
8. services not available locally	--	0.0	1.5
9. other	33.3	33.3	31.3
10. does not apply	--	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	17.9
2. agency handouts - newsletters	100.0	20.9
3. in-processing	100.0	43.3
4. community publications	100.0	13.4
5. bulletin boards	100.0	28.4
6. AFN-TV	66.7	28.4
7. AFN-radio	100.0	17.9
8. commanders	66.7	13.4
9. NCOs	66.7	25.4
10. other soldiers	100.0	25.4
11. other agencies	33.3	4.5
12. Stars and Stripes	33.3	11.9
13. other Army newspapers/magazines	0.0	7.5
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	5.6
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	77.8
9. Yes, I would send the soldier to the agency.	66.7
10. Yes, I would take the soldier to the agency.	22.2
11. Yes, I would inform the agency of the soldier's need for their services.	11.1

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86	66.7	8	
3				45	33.3			87			
4	66.7		3	46				88			
5				47				89			
6				48				90			
7				49				91			
8				50	66.7			92			
9				51				93			
10	66.7			52				94			
11				53				95			
12				54				96			
13				55				97			
14				56				98			
15				57				99			
16				58				100			
17				59				101			
18				60				102			
19				61				103			
20				62	66.7			104			
21				63				105	66.7		
22				64				106			
23				65				107			
24				66				108			
25				67				109	66.7		
26				68	66.7			110			
27				69				111			
28				70				112			
29				71				113			
30	33.3			72				114			
31				73				115			
32				74	66.7			116	33.3		
33				75	33.3			117			
34				76				118			
35				77				119			
36				78				120			
37	66.7			79	33.3			121			
38				80				122			
39				81				123			
40				82				124			
41				83				125			
42				84	66.7			126			
								127			

# Summary of Results for Commissary

## I. RESULTS WERE OBTAINED FROM:

- A. 68 first term enlistees
- B. 17 non-commissioned officers

## II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

### A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

#### 1. How often are this agency's services used by first term enlistees?

a. never	10.3
b. once	4.4
c. 2-5 times	16.2
d. 6-10 times	20.6
e. 11-15 times	4.4
f. 16-20 times	5.9
g. more than 20 times	19.1
h. on a regular basis	19.1

#### 2. First term enlistees who have used services at least once

90.0

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	27.8
2. some	66.7
3. about half	0.0
4. most	5.6
5. all or nearly all	0.0

MEAN RATING = 1.83

## III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

### A. NCOs perceptions of services provided to first term enlistees

3.18

### B. First term enlistees' evaluation of services received

3.10

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	82.4	23.5
2. do not know about services	0.0	2.9
3. do not know how to apply	0.0	1.5
4. have heard negative things	11.8	1.5
5. tried to use, but weren't satisfied	17.6	7.4
6. don't want Army to know problems	0.0	0.0
7. get help from other sources	35.3	2.9
8. services not available locally	5.9	2.9
9. other	5.9	4.4
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	5.9
2. agency handouts - newsletters	7.4
3. in-processing	32.4
4. community publications	13.2
5. bulletin boards	10.3
6. AFN-TV	14.7
7. AFN-radio	16.2
8. commanders	4.4
9. NCOs	11.8
10. other soldiers	60.3
11. other agencies	2.9
12. Stars and Stripes	14.7
13. other Army newspapers/magazines	1.5
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	5.9
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	94.1
9. Yes, I would send the soldier to the agency.	70.6
10. Yes, I would take the soldier to the agency.	52.9
11. Yes, I would inform the agency of the soldier's need for their services.	5.9

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
----------	--------	----------	--------	----------	--------

Summary of Results for  
Community Drug and Alcohol Center

I. RESULTS WERE OBTAINED FROM:

- A. 4 representatives of this agency
- B. 71 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 64.3 |
| 2. E-4 or below, not first term | 18.3 |
| 3. NCOs                         | 12.3 |
| 4. officers                     | 3.3  |
| 5. civilians                    | 0.0  |
| 6. dependents                   | 1.7  |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 20.5 |
| 2. use is mandated             | 79.5 |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 94.7 |
| 2. use services off duty time | 5.3  |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 18.3 |
| 2. every now and then         | 25.0 |
| 3. on a regular ongoing basis | 56.7 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- 1.. How often are this agency's services used by first term enlistees?

- |                       |      |
|-----------------------|------|
| a. never              | 84.5 |
| b. once               | 5.6  |
| c. 2-5 times          | 0.0  |
| d. 6-10 times         | 2.8  |
| e. 11-15 times        | 0.0  |
| f. 16-20 times        | 4.2  |
| g. more than 20 times | 0.0  |
| h. on a regular basis | 2.8  |

2. First term enlistees who have used services at least once

15.0

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	27.8
2. some	66.7
3. about half	0.0
4. most	0.0
5. all or nearly all	5.6

MEAN RATING = 1.89

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	25.0
B. instruction/training	100.0	B. health (psychological)	100.0
C. counseling/advice	100.0	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	0.0
E. recreation/activities	25.0	E. military	50.0
F. financial support	0.0	F. foreign country	0.0
G. health care services	0.0	G. consumer aid/guidance	0.0
H. nursery/family support	25.0	H. merchandise	0.0
I. coordination	100.0	I. housing	0.0
J. other	0.0	J. leisure/recreation	25.0
		K. education	75.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	100.0
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	3.33
2. reputation	2.67
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.06
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.50

\*Agency scores have been converted to a 5-point scale  
on which 1 is low



# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	50.0	38.9	76.0
2. do not know about services	25.0	0.0	9.9
3. do not know how to apply	--	27.8	2.8
4. have heard negative things	25.0	55.6	0.0
5. tried to use, but weren't satisfied	--	22.2	7.0
6. don't want Army to know problems	75.0	83.3	4.2
7. get help from other sources	0.0	0.0	1.4
8. services not available locally	--	0.0	0.0
9. other	50.0	0.0	0.0
10. does not apply	50.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	14.1
2. agency handouts - newsletters	75.0	12.7
3. in-processing	75.0	26.8
4. community publications	75.0	11.3
5. bulletin boards	75.0	23.9
6. AFN-TV	25.0	25.4
7. AFN-radio	25.0	22.5
8. commanders		28.2
9. NCOs	100.0	35.2
10. other soldiers	75.0	52.1
11. other agencies	100.0	2.8
12. Stars and Stripes	25.0	9.9
13. other Army newspapers/magazines	25.0	4.2
14. other means	75.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	11.1
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	5.6
8. Yes, I would tell the soldier about the agency.	94.1
9. Yes, I would send the soldier to the agency.	52.9
10. Yes, I would take the soldier to the agency.	52.9
11. Yes, I would inform the agency of the soldier's need for their services.	41.2

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2	33			44				86	67		
3				45	67			87	33		
4	33			46	33			88	67		
5	67			47				89	33		
6	33			48	67			90			
7				49				91			
8	33			50	67			92	67		
9				51				93	33		
10	67			52				94	67		
11	33			53	67			95			
12				54	67			96			
13	33			55				97			
14				56				98			
15	33			57	33			99	67		
16				58				100	33		
17				59	33			101	33		
18	33			60	67			102			
19				61				103	33		
20				62	67			104	33		
21	67			63	67			105	67		
22	33			64				106	33		
23	33			65	33			107	33		
24				66	33			108	33		
25				67				109	67		
26				68	67			110	67		
27	33			69	67			111			
28	100	15		70	33			112	67		
29				71	67			113			
30	33			72				114	33		
31				73				115	67		
32	33			74	67			116	67		
33				75	67			117	67		
34				76	33			118	33		
35	33			77	33			119	100	36	18
36	33			78				120	33		
37	33			79	67			121	67		
38				80	67			122			
39	33			81	67			123	33		
40	67			82	67			124	33		
41	67			83				125	33		
42				84	67			126	67		
								127			

Summary of Results for  
Credit Union

I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

a. never	87.9
b. once	9.1
c. 2-5 times	0.0
d. 6-10 times	0.0
e. 11-15 times	1.5
f. 16-20 times	1.5
g. more than 20 times	0.0
h. on a regular basis	0.0

2. First term enlistees who have used services at least once

12.0

C. NCO PERCEPTIONS OF AGENCY USE BY  
FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	27.8
2. some	66.7
3. about half	0.0
4. most	0.0
5. all or nearly all	5.6

MEAN RATING = 1.89

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

2.67

- B. First term enlistees' evaluation of services received

2.10

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	38.9	52.2
2. do not know about services	22.2	16.4
3. do not know how to apply	22.2	10.4
4. have heard negative things	22.2	7.5
5. tried to use, but weren't satisfied	27.8	7.5
6. don't want Army to know problems	5.6	1.5
7. get help from other sources	22.2	1.5
8. services not available locally	27.8	3.0
9. other	5.6	7.5
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	40.3
2. agency handouts - newsletters	7.5
3. in-processing	10.4
4. community publications	6.0
5. bulletin boards	10.4
6. AFN-TV	4.5
7. AFN-radio	7.5
8. commanders	1.5
9. NCOs	13.4
10. other soldiers	29.9
11. other agencies	1.5
12. Stars and Stripes	4.5
13. other Army newspapers/magazines	3.0
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	5.6
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency. bank	5.6
6. No, the agency isn't located near our duty station.	16.7
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	77.8
9. Yes, I would send the soldier to the agency.	55.6
10. Yes, I would take the soldier to the agency.	33.3
11. Yes, I would inform the agency of the soldier's need for their services.	11.1

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
017	9.0				

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
013	3.0	061	6.0		

Summary of Results for  
Dental Clinic

I. RESULTS WERE OBTAINED FROM:

- A. 7 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 20.0 |
| 2. E-4 or below, not first term | 15.9 |
| 3. NCOs                         | 16.3 |
| 4. officers                     | 11.9 |
| 5. civilians                    | 3.3  |
| 6. dependents                   | 32.7 |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 90.4 |
| 2. use is mandated             | 9.6  |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 94.7 |
| 2. use services off duty time | 5.3  |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 8.6  |
| 2. every now and then         | 22.8 |
| 3. on a regular ongoing basis | 68.6 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- 1.. How often are this agency's services used by first term enlistees?

- |                       |      |
|-----------------------|------|
| a. never              | 38.2 |
| b. once               | 17.6 |
| c. 2-5 times          | 25.0 |
| d. 6-10 times         | 13.2 |
| e. 11-15 times        | 2.9  |
| f. 16-20 times        | 1.5  |
| g. more than 20 times | 1.5  |
| h. on a regular basis | 0.0  |

2. First term enlistees who have used services at least once

62.0

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	0.0
2. some	11.8
3. about half	11.8
4. most	29.4
5. all or nearly all	47.1

MEAN RATING = 4.12

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	28.6	A. health (physical)	71.4
B. instruction/training	42.9	B. health (psychological)	14.3
C. counseling/advice	42.9	C. legal	14.3
D. goods/equipment/ merchandise	14.3	D. financial	14.3
E. recreation/activities	0.0	E. military	26.6
F. financial support	14.3	F. foreign country	0.0
G. health care services	85.7	G. consumer aid/guidance	14.3
H. nursery/family support	14.3	H. merchandise	0.0
I. coordination	28.6	I. housing	0.0
J. other	0.0	J. leisure/recreation	0.0
		K. education	14.3
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	14.3
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	5.00
2. reputation	4.81
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.65
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.07

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	57.1	52.9	30.9
2. do not know about services	42.9	5.9	4.4
3. do not know how to apply	--	11.8	4.4
4. have heard negative things	28.6	47.1	4.4
5. tried to use, but weren't satisfied	--	23.5	19.1
6. don't want Army to know problems	14.3	5.9	0.0
7. get help from other sources	0.0	0.0	0.0
8. services not available locally	--	0.0	0.0
9. other	57.1	17.6	5.9
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	5.9
2. agency handouts - newsletters	14.3	1.5
3. in-processing	100.0	47.1
4. community publications	71.4	1.5
5. bulletin boards	14.3	1.5
6. AFN-TV	28.6	1.5
7. AFN-radio	42.9	1.5
8. commanders		1.5
9. NCOs	85.7	14.7
10. other soldiers	85.7	36.8
11. other agencies	42.9	2.9
12. Stars and Stripes	14.3	0.0
13. other Army newspapers/magazines	0.0	1.5
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	100.0
9. Yes, I would send the soldier to the agency.	94.1
10. Yes, I would take the soldier to the agency.	47.1
11. Yes, I would inform the agency of the soldier's need for their services.	17.6



# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	33			43	33			85			
2	33			44	33			86	33		
3	33			45				87	33		
4	33			46	67			88	67		
5				47				89			
6	67			48	67			90	67		
7	33			49	67			91			
8				50	33			92	33		
9	33			51				93	33		
10	33			52				94	67		
11				53				95			
12	67			54				96	33		
13	33			55				97			
14	33			56	33			98	33		
15	33			57	33			99	33		
16	67			58				100	33		
17	33			59				101			
18				60	33			102			
19	33			61				103	33		
20				62	33			104			
21	33			63	67			105	67		
22	33			64	33			106			
23	33			65				107			
24	33			66				108	33		
25				67	33			109			
26				68	33			110	67		
27				69	100			111			
28				70	33			112			
29				71				113			
30	33			72	67			114			
31	67			73	33			115			
32				74				116	67		
33	33			75	67			117	33		
34				76				118			
35	33			77				119	67		
36				78				120			
37				79				121	67		
38				80	67			122			
39				81	33			123	33		
40				82	33			124			
41				83				125	33		
42				84				126	33		
								127			

# Summary of Results for Dependent Schools

## I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

## II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

### A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

#### 1. How often are this agency's services used by first term enlistees?

a. never	95.7
b. once	1.4
c. 2-5 times	1.4
d. 6-10 times	0.0
e. 11-15 times	0.0
f. 16-20 times	1.4
g. more than 20 times	0.0
h. on a regular basis	0.0

#### 2. First term enlistees who have used services at least once

4.0

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use  
this agency's services?

1. very few or none	55.6
2. some	27.8
3. about half	11.1
4. most	0.0
5. all or nearly all	5.6

MEAN RATING = 1.72

## III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

### A. NCOs perceptions of services provided to first term enlistees

3.38

### B. First term enlistees' evaluation of services received

2.00

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	72.2	70.4
2. do not know about services	16.7	22.5
3. do not know how to apply	11.1	2.8
4. have heard negative things	0.0	0.0
5. tried to use, but weren't satisfied	11.1	0.0
6. don't want Army to know problems	0.0	1.4
7. get help from other sources	0.0	1.4
8. services not available locally	0.0	1.4
9. other	5.6	0.0
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	56.3
2. agency handouts - newsletters	4.2
3. in-processing	15.5
4. community publications	4.2
5. bulletin boards	7.0
6. AFN-TV	9.9
7. AFN-radio	11.3
8. commanders	2.8
9. NCOs	7.0
10. other soldiers	12.7
11. other agencies	1.4
12. Stars and Stripes	4.2
13. other Army newspapers/magazines	4.2
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	5.6
2. No, I would send the soldier to the 1SG or the company CO.	5.6
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency. Basic Skills Education Program	5.6
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	72.2
9. Yes, I would send the soldier to the agency.	50.0
10. Yes, I would take the soldier to the agency.	38.9
11. Yes, I would inform the agency of the soldier's need for their services.	50.0

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
109	9.0				

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
092	3.0				

# Summary of Results for Driver Orientation and Testing

## I. RESULTS WERE OBTAINED FROM:

- A. 67 first term enlistees
- B. 18 non-commissioned officers

## II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

### A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

#### 1. How often are this agency's services used by first term enlistees?

a. never	34.8
b. once	39.4
c. 2-5 times	22.7
d. 6-10 times	1.5
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	1.5
h. on a regular basis	0.0

#### 2. First term enlistees who have used services at least once

65.0

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use  
this agency's services?

1. very few or none	5.6
2. some	11.1
3. about half	16.7
4. most	27.8
5. all or nearly all	38.9

MEAN RATING = 3.83

## III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

### A. NCOs perceptions of services provided to first term enlistees

3.44

### B. First term enlistees' evaluation of services received

2.91

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	33.3	32.8
2. do not know about services	5.6	11.9
3. do not know how to apply	5.6	7.5
4. have heard negative things	5.6	4.5
5. tried to use, but weren't satisfied	11.1	4.5
6. don't want Army to know problems	0.0	1.5
7. get help from other sources	11.1	1.5
8. services not available locally	0.0	0.0
9. other	6.7	7.5
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	17.9
2. agency handouts - newsletters	3.0
3. in-processing	34.3
4. community publications	3.0
5. bulletin boards	4.5
6. AFN-TV	3.0
7. AFN-radio	1.5
8. commanders	13.4
9. NCOs	35.8
10. other soldiers	23.9
11. other agencies	0.0
12. Stars and Stripes	0.0
13. other Army newspapers/magazines	0.0
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	77.8
9. Yes, I would send the soldier to the agency.	55.6
10. Yes, I would take the soldier to the agency.	44.4
11. Yes, I would inform the agency of the soldier's need for their services.	16.7

# VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
009	27.0				

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
005	3.0	055	9.0	083	3.0
009	12.0	061	6.0	091	3.0
014	15.0				

Summary of Results for  
Education Center

I. RESULTS WERE OBTAINED FROM:

- A. 20 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 42.0 |
| 2. E-4 or below, not first term | 17.7 |
| 3. NCOs                         | 25.4 |
| 4. officers                     | 7.2  |
| 5. civilians                    | 3.2  |
| 6. dependents                   | 4.6  |
| 7. others                       | 0.2  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 68.0 |
| 2. use is mandated             | 32.0 |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 73.0 |
| 2. use services off duty time | 27.0 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 33.7 |
| 2. every now and then         | 32.1 |
| 3. on a regular ongoing basis | 34.2 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 20.6 |
| b. once   | 29.4 |
| c. 2-5 times  | 27.9 |
| d. 6-10 times   | 8.8  |
| e. 11-15 times  | 0.0  |
| f. 16-20 times  | 1.5  |
| g. more than 20 times   | 7.4  |
| h. on a regular basis   | 4.4  |
| 2. First term enlistees who have used services at least once          | 79.0 |



# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	18.8
2. some	43.8
3. about half	12.5
4. most	18.8
5. all or nearly all	6.3

MEAN RATING = 2.50

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	95.0	A. health (physical)	0.0
B. instruction/training	100.0	B. health (psychological)	10.0
C. counseling/advice	100.0	C. legal	0.0
D. goods/equipment/ merchandise	25.0	D. financial	25.0
E. recreation/activities	10.0	E. military	55.0
F. financial support	40.0	F. foreign country	35.0
G. health care services	0.0	G. consumer aid/guidance	25.0
H. nursery/family support	0.0	H. merchandise	5.0
I. coordination	65.0	I. housing	0.0
J. other	10.0	J. leisure/recreation	0.0
		K. education	100.0
		L. citizenship	0.0
		M. transportation	5.0
		N. counseling	85.0
		other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED. other (Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.40
2. reputation	4.65
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.41
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.30

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	42.1	35.3	11.8
2. do not know about services	63.2	41.2	5.9
3. do not know how to apply	--	29.4	5.9
4. have heard negative things	5.3	11.8	0.0
5. tried to use, but weren't satisfied	--	29.4	11.8
6. don't want Army to know problems	0.0	0.0	0.0
7. get help from other sources	15.8	5.9	1.5
8. services not available locally	--	5.9	2.9
9. other	78.9	47.1	22.1
10. does not apply	31.6	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	2.9
2. agency handouts - newsletters	85.0	20.6
3. in-processing	100.0	55.9
4. community publications	100.0	10.3
5. bulletin boards	100.0	23.5
6. AFN-TV	55.0	14.7
7. AFN-radio	85.0	13.2
8. commanders		14.7
9. NCOs	85.0	23.5
10. other soldiers	100.0	39.7
11. other agencies	45.0	8.8
12. Stars and Stripes	85.0	8.8
13. other Army newspapers/magazines	60.0	4.4
14. other means	10.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	100.0
9. Yes, I would send the soldier to the agency.	76.5
10. Yes, I would take the soldier to the agency.	58.8
11. Yes, I would inform the agency of the soldier's need for their services.	29.4

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 14)

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86	100	58	3
3				45	57			87			
4	100	45	9	46				88			
5	86		3	47				89	14		3
6	14	8		48				90			
7	7			49				91	7		
8				50	86	42	9	92			
9	29			51	7		3	93	7		
10	100	18	3	52	7			94	29		
11	7			53				95			
12	64		3	54	21			96			
13				55	7			97			
14	7			56	86	18		98			
15	14			57	7			99			
16				58				100			
17				59				101			
18	36	8	3	60	21			102			
19				61				103	57	36	9
20				62	93	15	3	104	29	8	6
21				63	14			105	100		
22	93			64	7			106	7		3
23				65	71	9	3	107			
24	7			66				108			
25	71	9	9	67	7			109	100	36	6
26	21			68	100	36	3	110			
27	36		3	69	21			111			
28	7			70	7			112			3
29				71				113			
30	100	50	27	72				114	50	9	
31	7			73				115	7	9	3
32			3	74	86	45	21	116	86	33	15
33	7			75	57		3	117	71	23	9
34	79	33	6	76				118	7		
35				77	64	27	9	119	7		
36				78				120	7		
37	100	55	21	79	86	25	6	121	7		
38	14			80	36	9		122			
39	7			81				123			
40				82	50	8		124			
41	7			83				125		8	3
42				84	86	25	12	126	14		
								127	36		6

Summary of Results for  
Enlisted Members (EM) Club

I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

a. never	20.0
b. once	2.9
c. 2-5 times	17.1
d. 6-10 times	10.0
e. 11-15 times	4.3
f. 16-20 times	4.3
g. more than 20 times	21.4
h. on a regular basis	20.0

2. First term enlistees who have used services at least once

80.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	0.0
2. some	27.8
3. about half	5.6
4. most	22.2
5. all or nearly all	44.4

MEAN RATING = 3.83

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

2.89

- B. First term enlistees' evaluation of services received

2.65

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	33.3	19.7
2. do not know about services	55.6	8.5
3. do not know how to apply	5.6	1.4
4. have heard negative things	0.0	1.4
5. tried to use, but weren't satisfied	22.2	22.5
6. don't want Army to know problems	5.6	1.4
7. get help from other sources	22.2	5.6
8. services not available locally	0.0	0.0
9. other	11.1	4.2
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	9.9
2. agency handouts - newsletters	4.2
3. in-processing	23.9
4. community publications	11.3
5. bulletin boards	19.7
6. AFN-TV	11.3
7. AFN-radio	12.7
8. commanders	7.0
9. NCOs	21.1
10. other soldiers	70.4
11. other agencies	2.8
12. Stars and Stripes	5.6
13. other Army newspapers/magazines	2.8
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	11.1
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	11.1
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	66.7
9. Yes, I would send the soldier to the agency.	33.3
10. Yes, I would take the soldier to the agency.	27.8
11. Yes, I would inform the agency of the soldier's need for their services.	16.7

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
090	8.0	093	8.0		

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
040	3.0	093	3.0		

Summary of Results for  
Equal Opportunity Office

I. RESULTS WERE OBTAINED FROM:

- A. 11 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 39.1 |
| 2. E-4 or below, not first term | 22.0 |
| 3. NCOs                         | 23.6 |
| 4. officers                     | 8.3  |
| 5. civilians                    | 1.8  |
| 6. dependents                   | 5.2  |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 48.6 |
| 2. use is mandated             | 51.4 |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 87.1 |
| 2. use services off duty time | 12.9 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 66.0 |
| 2. every now and then         | 23.0 |
| 3. on a regular ongoing basis | 14.4 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

- |                       |      |
|-----------------------|------|
| a. never              | 67.7 |
| b. once               | 16.9 |
| c. 2-5 times          | 7.7  |
| d. 6-10 times         | 1.5  |
| e. 11-15 times        | 0.0  |
| f. 16-20 times        | 0.0  |
| g. more than 20 times | 1.5  |
| h. on a regular basis | 4.6  |

- |  |      |
|--|------|
| 2. First term enlistees who have used services at least once | 32.0 |
|--|------|

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	38.9
2. some	38.9
3. about half	0.0
4. most	5.6
5. all or nearly all	16.7

MEAN RATING = 2.22

### IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	90.9	B. health (psychological)	0.0
C. counseling/advice	90.9	C. legal	18.2
D. goods/equipment/ merchandise	9.1	D. financial	0.0
E. recreation/activities	18.2	E. military	54.5
F. financial support	9.1	F. foreign country	18.2
G. health care services	0.0	G. consumer aid/guidance	0.0
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	81.8	I. housing	36.4
J. other	0.0	J. leisure/recreation	18.2
		K. education	36.4
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	72.7
		O. other	0.0

### V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	3.79
2. reputation	3.91
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.72
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.14

\*Agency scores have been converted to a 5-point scale  
on which 1 is low



# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	9.1	27.8	47.8
2. do not know about services	63.6	16.7	20.9
3. do not know how to apply	--	38.9	4.5
4. have heard negative things	36.4	33.3	1.5
5. tried to use, but weren't satisfied	--	22.2	13.4
6. don't want Army to know problems	45.5	16.7	1.5
7. get help from other sources	0.0	0.0	0.0
8. services not available locally	--	0.0	0.0
9. other	18.2	5.6	1.5
10. does not apply	18.2	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	31.3
2. agency handouts - newsletters	18.2	6.0
3. in-processing	100.0	28.4
4. community publications	45.5	1.5
5. bulletin boards	45.4	13.4
6. AFN-TV	18.2	13.4
7. AFN-radio	18.2	7.5
8. commanders		10.4
9. NCOs	72.7	22.4
10. other soldiers	72.7	16.4
11. other agencies	63.6	0.0
12. Stars and Stripes	9.1	4.5
13. other Army newspapers/magazines	9.1	4.5
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	5.6
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	72.2
9. Yes, I would send the soldier to the agency.	50.0
10. Yes, I would take the soldier to the agency.	3.33
11. Yes, I would inform the agency of the soldier's need for their services.	38.9

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 5 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86			
3				45	20			87			
4	20			46				88			
5				47				89	20		
6				48	20			90	20	8	
7				49				91			
8				50				92			
9				51				93	80	8	3
10				52				94	20		
11				53	20			95			
12				54	80			96			
13				55				97			
14				56	20			98			
15				57	40			99			
16	20			58				100			
17				59				101			
18				60				102			
19				61				103			
20				62				104			
21				63	20			105			
22				64	80			106			
23				65	40			107			
24				66				108	20		
25				67	20			109			
26				68				110			
27	40			69	40			111	40		
28				70				112			
29				71				113			
30				72	40			114			
31				73				115			
32				74				116			
33				75				117			
34				76				118			
35				77	20			119			
36				78				120			
37				79				121			
38				80				122			
39				81				123			
40	40		3	82	40			124			
41				83				125			
42				84				126			
								127			

Summary of Results for  
Finance Office

I. RESULTS WERE OBTAINED FROM:

- A. 9 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED % of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 34.3 |
| 2. E-4 or below, not first term | 13.8 |
| 3. NCOs                         | 25.0 |
| 4. officers                     | 10.5 |
| 5. civilians                    | 4.3  |
| 6. dependents                   | 10.3 |
| 7. others                       | 1.7  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 62.0 |
| 2. use is mandated             | 38.0 |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 94.4 |
| 2. use services off duty time | 5.6  |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE % of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 0.9  |
| 2. every now and then         | 37.9 |
| 3. on a regular ongoing basis | 61.2 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 25.0 |
| b. once   | 30.9 |
| c. 2-5 times  | 29.4 |
| d. 6-10 times   | 8.8  |
| e. 11-15 times  | 1.5  |
| f. 16-20 times  | 2.9  |
| g. more than 20 times   | 1.5  |
| h. on a regular basis   | 0.0  |
| 2. First term enlistees who have used services at least once          | 75.0 |

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	23.5
2. some	17.6
3. about half	0.0
4. most	17.6
5. all or nearly all	41.2

MEAN RATING = 3.77

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	77.8	A. health (physical)	0.0
B. instruction/training	55.6	B. health (psychological)	0.0
C. counseling/advice	44.4	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	100.0
E. recreation/activities	0.0	E. military	44.4
F. financial support	88.9	F. foreign country	33.3
G. health care services	0.0	G. consumer aid/guidance	11.1
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	44.4	I. housing	11.1
J. other	22.2	J. leisure/recreation	0.0
		K. education	11.1
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	22.2
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.85
2. reputation	5.00
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.06
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.96

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	28.6	52.9	51.5
2. do not know about services	0.0	23.5	26.5
3. do not know how to apply	--	17.6	20.6
4. have heard negative things	0.0	47.1	22.1
5. tried to use, but weren't satisfied	--	41.2	19.1
6. don't want Army to know problems	0.0	0.0	22.1
7. get help from other sources	14.3	5.9	2.9
8. services not available locally	--	0.0	0.0
9. other	28.6	5.9	1.5
10. does not apply	71.4	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	1.5
2. agency handouts - newsletters	77.8	1.5
3. in-processing	100.0	11.8
4. community publications	77.8	0.0
5. bulletin boards	55.6	47.1
6. AFN-TV	33.3	2.9
7. AFN-radio	77.8	4.4
8. commanders	77.8	5.9
9. NCOs		2.9
10. other soldiers	77.8	7.4
11. other agencies	55.6	27.9
12. Stars and Stripes	22.2	23.5
13. other Army newspapers/magazines	11.1	4.4
14. other means	11.1	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	11.8
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	5.9
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	88.2
9. Yes, I would send the soldier to the agency.	70.6
10. Yes, I would take the soldier to the agency.	58.8
11. Yes, I would inform the agency of the soldier's need for their services.	23.5

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number  
 COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 3 )  
 COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)  
 COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86			
3				45				87			
4				46				88			
5				47				89			
6				48				90			
7				49				91			
8	33	8	9	50				92			
9				51				93			
10				52				94			
11				53				95			
12	33			54				96			
13	67		3	55				97			
14				56				98			
15				57				99			
16				58				100			
17				59				101			
18				60				102			
19				61				103			
20				62				104			
21				63				105			
22				64				106			
23				65				107			
24				66				108			
25				67				109			
26	67	15		68				110			
27				69				111	33		
28				70				112			
29				71				113			
30				72				114			
31				73	33		3	115			
32				74				116			
33				75				117			
34				76				118			
35				77				119			
36	33			78	33		3	120			
37				79				121			
38				80				122			
39				81				123			
40				82				124			
41				83				125			
42				84				126			
								127			

Summary of Results for  
German Language Program (Headstart)

I. RESULTS WERE OBTAINED FROM:

- A. 2 representatives of this agency
- B. 71 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 62.5 |
| 2. E-4 or below, not first term | 17.5 |
| 3. NCOs                         | 15.0 |
| 4. officers                     | 0.0  |
| 5. civilians                    | 0.0  |
| 6. dependents                   | 5.0  |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 10.0 |
| 2. use is mandated             | 90.0 |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 90.0 |
| 2. use services off duty time | 10.0 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 90.0 |
| 2. every now and then         | 10.0 |
| 3. on a regular ongoing basis | 0.0  |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 48.6 |
| b. once   | 45.7 |
| c. 2-5 times  | 2.9  |
| d. 6-10 times   | 2.9  |
| e. 11-15 times  | 0.0  |
| f. 16-20 times  | 0.0  |
| g. more than 20 times   | 0.0  |
| h. on a regular basis   | 0.0  |
| 2. First term enlistees who have used services at least once          | 51.0 |

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	58.8
2. some	5.9
3. about half	5.9
4. most	5.9
5. all or nearly all	23.5

MEAN RATING = 2.29

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	100.0	B. health (psychological)	0.0
C. counseling/advice	50.0	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	0.0
E. recreation/activities	50.0	E. military	50.0
F. financial support	0.0	F. foreign country	100.0
G. health care services	0.0	G. consumer aid/guidance	50.0
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	50.0	I. housing	0.0
J. other	50.0	J. leisure/recreation	50.0
		K. education	100.0
		L. citizenship	0.0
		M. transportation	50.0
		N. counseling	50.0
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	5.00
2. reputation	5.00
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.18
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.59

\*Agency scores have been converted to a 5-point scale  
on which 1 is low



# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	0.0	22.2	25.4
2. do not know about services	0.0	44.4	22.5
3. do not know how to apply	--	33.3	12.7
4. have heard negative things	0.0	5.6	0.0
5. tried to use, but weren't satisfied	--	5.6	16.9
6. don't want Army to know problems	0.0	0.0	0.0
7. get help from other sources	0.0	5.6	4.2
8. services not available locally	--	0.0	2.8
9. other	0.0	33.3	8.5
10. does not apply	100.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	28.2
2. agency handouts - newsletters	50.0	5.6
3. in-processing	100.0	33.8
4. community publications	50.0	7.0
5. bulletin boards	50.0	8.5
6. AFN-TV	0.0	11.3
7. AFN-radio	50.0	8.5
8. commanders	100.0	18.3
9. NCOs		25.4
10. other soldiers	100.0	18.3
11. other agencies	50.0	2.8
12. Stars and Stripes	0.0	1.4
13. other Army newspapers/magazines	0.0	1.4
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency; does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	11.1
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	5.6
5. No, I would refer the soldier to another agency.	5.6
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	61.1
9. Yes, I would send the soldier to the agency.	44.4
10. Yes, I would take the soldier to the agency.	33.3
11. Yes, I would inform the agency of the soldier's need for their services.	33.3

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number  
 COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 1 )  
 COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)  
 COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86			
3				45	100			87	100		
4	100			46				88			
5	100			47				89	100		
6				48				90			
7				49				91	100		
8	100			50				92			
9	100			51				93			
10	100			52				94			
11	100	9		53	100			95			
12				54	100			96			
13				55				97			
14				56	100	27	3	98			
15	100			57				99			
16				58				100			
17				59	100			101			
18	100			60				102	100		
19				61				103			
20				62	100			104			
21				63				105			
22	100			64	100			106	100		
23	100			65	100			107			
24				66				108			
25	100		6	67	100			109	100		
26	100			68	100			110			
27	100	9		69				111			
28				70	100	8		112			
29				71	100			113			
30				72				114	100	6	
31				73				115	100		
32				74				116			
33				75				117			
34	100	17	6	76				118	100		
35				77	100			119			
36				78				120			
37				79				121			
38				80				122			
39				81				123			
40	100			82	100			124			
41				83	100			125			
42				84				126	100		
								127	100		9

Summary of Results for  
Gymnasium

I. RESULTS WERE OBTAINED FROM:

- A. 67 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

a. never	11.9
b. once	4.5
c. 2-5 times	11.9
d. 6-10 times	11.9
e. 11-15 times	6.0
f. 16-20 times	1.5
g. more than 20 times	34.3
h. on a regular basis	17.9

2. First term enlistees who have used services at least once

88.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	0.0
2. some	0.0
3. about half	44.4
4. most	44.4
5. all or nearly all	11.1

MEAN RATING = 3.67

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

3.33

- B. First term enlistees' evaluation of services received

3.00

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	22.2	14.9
2. do not know about services	0.0	4.5
3. do not know how to apply	0.0	3.0
4. have heard negative things	11.1	3.0
5. tried to use, but weren't satisfied	33.3	14.9
6. don't want Army to know problems	0.0	1.5
7. get help from other sources	11.1	0.0
8. services not available locally	0.0	0.0
9. other	38.9	14.9
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	7.5
2. agency handouts - newsletters	3.0
3. in-processing	28.4
4. community publications	10.4
5. bulletin boards	16.4
6. AFN-TV	6.0
7. AFN-radio	4.5
8. commanders	9.0
9. NCOs	23.9
10. other soldiers	65.7
11. other agencies	3.0
12. Stars and Stripes	3.0
13. other Army newspapers/magazines	1.5
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	77.8
9. Yes, I would send the soldier to the agency.	38.9
10. Yes, I would take the soldier to the agency.	44.4
11. Yes, I would inform the agency of the soldier's need for their services.	11.1

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
089	3.0				

Summary of Results for  
High School Completion Program

I. RESULTS WERE OBTAINED FROM:

- A. 2 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 40.0 |
| 2. E-4 or below, not first term | 60.0 |
| 3. NCOs                         | 0.0  |
| 4. officers                     | 0.0  |
| 5. civilians                    | 0.0  |
| 6. dependents                   | 0.0  |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 95.0 |
| 2. use is mandated             | 5.0  |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 46.0 |
| 2. use services off duty time | 54.0 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 17.5 |
| 2. every now and then         | 30.0 |
| 3. on a regular ongoing basis | 52.5 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

- |                       |      |
|-----------------------|------|
| a. never              | 79.1 |
| b. once               | 17.9 |
| c. 2-5 times          | 1.5  |
| d. 6-10 times         | 0.0  |
| e. 11-15 times        | 0.0  |
| f. 16-20 times        | 0.0  |
| g. more than 20 times | 1.5  |
| h. on a regular basis | 0.0  |

2. First term enlistees who have used services at least once

21.0

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	17.6
2. some	41.2
3. about half	29.4
4. most	11.8
5. all or nearly all	0.0

MEAN RATING = 2.35

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	100.0	B. health (psychological)	0.0
C. counseling/advice	100.0	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	0.0
E. recreation/activities	0.0	E. military	0.0
F. financial support	0.0	F. foreign country	0.0
G. health care services	0.0	G. consumer aid/guidance	0.0
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	50.0	I. housing	0.0
J. other	0.0	J. leisure/recreation	0.0
		K. education	100.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	66.7
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	5.00
2. reputation	3.67
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.77
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.47

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	100.0	58.8	69.1
2. do not know about services	100.0	11.8	4.4
3. do not know how to apply	--	17.6	0.0
4. have heard negative things	0.0	11.8	0.0
5. tried to use, but weren't satisfied	--	5.9	0.0
6. don't want Army to know problems	0.0	5.9	0.0
7. get help from other sources	50.0	0.0	0.0
8. services not available locally	--	41.2	7.4
9. other	0.0	0.0	0.0
10. does not apply	50.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	29.4
2. agency handouts - newsletters	50.0	2.9
3. in-processing	100.0	33.8
4. community publications	50.0	4.4
5. bulletin boards	50.0	4.4
6. AFN-TV	50.0	5.9
7. AFN-radio	50.0	7.4
8. commanders	50.0	10.3
9. NCOs		17.6
10. other soldiers	100.0	20.6
11. other agencies	0.0	5.9
12. Stars and Stripes	0.0	2.9
13. other Army newspapers/magazines	0.0	1.5
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	5.9
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	100.0
9. Yes, I would send the soldier to the agency.	70.6
10. Yes, I would take the soldier to the agency.	52.9
11. Yes, I would inform the agency of the soldier's need for their services.	23.5



# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86	50		
3				45				87			
4				46				88			
5				47				89			
6				48				90			
7				49				91			
8				50	50			92			
9				51				93			
10	50			52				94			
11				53				95			
12	50			54				96			
13				55				97			
14				56				98			
15				57				99			
16				58				100			
17				59				101			
18				60				102			
19				61				103			
20				62	50			104			
21				63				105	50		
22				64				106			
23				65				107			
24				66				108	50		
25	50			67				109			
26				68	50			110			
27				69	50			111			
28				70				112			
29				71				113			
30				72				114			
31				73				115			
32				74	50			116	50		
33				75	50			117	50		
34	50			76				118			
35				77	50			119			
36				78				120			
37	50			79	50			121			
38				80	50			122			
39				81				123			
40				82				124			
41				83				125			
42				84	50			126			
								127			

Summary of Results for  
Hospital

I. RESULTS WERE OBTAINED FROM:

- A. 6 representatives of this agency
- B. 71 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED	% of Users
1. first term enlistees	18.8
2. E-4 or below, not first term	10.4
3. NCOs	14.8
4. officers	3.3
5. civilians	1.7
6. dependents	50.8
7. others	0.8
 B. VOLUNTARY VS. MANDATED USE	
1. use is on a voluntary basis	81.3
2. use is mandated	18.7
 C. DUTY VS. NON-DUTY USE	
1. use services on duty time	81.7
2. use services off duty time	18.3

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE	% of Users
1. as a one time experience	37.5
2. every now and then	27.5
3. on a regular ongoing basis	35.0
 B. FIRST TERM ENLISTEE REPORT OF USE	% FTEs reporting
1. How often are this agency's services used by first term enlistees?	
a. never	36.6
b. once	28.2
c. 2-5 times	19.7
d. 6-10 times	7.0
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	2.8
h. on a regular basis	5.6
2. First term enlistees who have used services at least once	63.0

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

	% NCOs reporting
1. very few or none	16.7
2. some	22.2
3. about half	16.7
4. most	22.2
5. all or nearly all	22.2

MEAN RATING = 3.11

### IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	83.3
B. instruction/training	100.0	B. health (psychological)	100.0
C. counseling/advice	100.0	C. legal	0.0
D. goods/equipment/ merchandise	33.3	D. financial	16.7
E. recreation/activities	0.0	E. military	33.3
F. financial support	0.0	F. foreign country	16.7
G. health care services	83.3	G. consumer aid/guidance	33.3
H. nursery/family support	33.3	H. merchandise	0.0
I. coordination	100.0	I. housing	0.0
J. other	0.0	J. leisure/recreation	0.0
		K. education	0.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	83.3
		O. other	0.0

### V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	3.89
2. reputation	4.11
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.67
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.74

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	66.7	72.2	33.8
2. do not know about services	83.3	11.1	8.5
3. do not know how to apply	--	5.6	0.0
4. have heard negative things	16.7	22.2	4.2
5. tried to use, but weren't satisfied	--	33.3	19.7
6. don't want Army to know problems	66.7	0.0	1.4
7. get help from other sources	33.3	0.0	5.6
8. services not available locally	--	5.6	1.4
9. other	33.3	11.1	1.4
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	14.1
2. agency handouts - newsletters	33.3	7.0
3. in-processing	66.7	33.8
4. community publications	83.3	8.5
5. bulletin boards	50.0	11.3
6. AFN-TV	16.7	14.1
7. AFN-radio	50.0	16.9
8. commanders	83.3	18.3
9. NCOs		35.2
10. other soldiers	100.0	28.2
11. other agencies	100.0	11.3
12. Stars and Stripes	0.0	11.3
13. other Army newspapers/magazines	0.0	7.0
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	5.6
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	66.7
9. Yes, I would send the soldier to the agency.	44.4
10. Yes, I would take the soldier to the agency.	44.4
11. Yes, I would inform the agency of the soldier's need for their services.	33.3

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 5 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86			
3	60			45				87			
4				46		8		88	40		
5				47				89			
6	20			48				90			
7				49	60	23	9	91			
8	20			50				92	60		
9				51				93	40		
10				52				94			
11				53	20			95			
12				54	40			96		9	
13	20			55				97	20		
14				56				98			
15				57				99			
16				58	20			100			
17				59				101			
18				60	60	9		102	40		
19				61				103			
20				62				104			
21	100	17	3	63				105			
22	20			64				106	20		
23				65				107			
24				66	80	31	9	108	20		
25				67				109	20		
26				68				110	100		
27	20			69	40			111			
28			3	70				112	20		
29				71	20			113			
30				72	20	9	3	114			
31				73				115			
32				74				116			
33				75				117	40		
34				76				118			
35	100	9	6	77				119	80		
36				78				120			
37				79	20			121			
38				80				122			
39				81	20			123	100		3
40				82	40			124	100	18	6
41	20			83				125			3
42	60			84				126			
								127			

Summary of Results for  
Housing Referral Office

I. RESULTS WERE OBTAINED FROM:

- A. 5 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 44.0 |
| 2. E-4 or below, not first term | 9.6  |
| 3. NCOs                         | 20.8 |
| 4. officers                     | 11.0 |
| 5. civilians                    | 8.0  |
| 6. dependents                   | 1.6  |
| 7. others                       | 5.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 90.0 |
| 2. use is mandated             | 10.0 |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 96.4 |
| 2. use services off duty time | 3.6  |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 37.0 |
| 2. every now and then         | 17.0 |
| 3. on a regular ongoing basis | 46.0 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 76.1 |
| b. once   | 6.0  |
| c. 2-5 times  | 6.0  |
| d. 6-10 times   | 6.0  |
| e. 11-15 times  | 0.0  |
| f. 16-20 times  | 1.5  |
| g. more than 20 times   | 4.5  |
| h. on a regular basis   | 0.0  |
| 2. First term enlistees who have used services at least once          | 24.0 |

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

	% NCOs reporting
1. very few or none	16.7
2. some	27.8
3. about half	22.2
4. most	27.8
5. all or nearly all	5.6

MEAN RATING = 2.78

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	20.0	B. health (psychological)	0.0
C. counseling/advice	100.0	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	40.0
E. recreation/activities	0.0	E. military	20.0
F. financial support	0.0	F. foreign country	60.0
G. health care services	0.0	G. consumer aid/guidance	40.0
H. nursery/family support	20.0	H. merchandise	0.0
I. coordination	80.0	I. housing	100.0
J. other	40.0	J. leisure/recreation	0.0
		K. education	0.0
		L. citizenship	0.0
		M. transportation	60.0
		N. counseling	100.0
		O. other	20.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.47
2. reputation	3.40
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.11
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.44

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	40.0	44.4	68.7
2. do not know about services	40.0	5.6	17.9
3. do not know how to apply	--	5.6	17.9
4. have heard negative things	0.0	55.6	1.5
5. tried to use, but weren't satisfied	--	50.0	7.5
6. don't want Army to know problems	20.0	5.6	1.5
7. get help from other sources	40.0	0.0	1.5
8. services not available locally	--	0.0	1.5
9. other	20.0	11.1	3.0
10. does not apply	60.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	28.4
2. agency handouts - newsletters	100.0	6.0
3. in-processing	100.0	40.3
4. community publications	80.0	1.5
5. bulletin boards	80.0	7.5
6. AFN-TV	100.0	6.0
7. AFN-radio	100.0	4.5
8. commanders	100.0	4.5
9. NCOs		20.9
10. other soldiers	40.0	23.9
11. other agencies	40.0	100.0
12. Stars and Stripes	20.0	1.5
13. other Army newspapers/magazines	0.0	1.5
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	5.6
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	83.3
9. Yes, I would send the soldier to the agency.	55.6
10. Yes, I would take the soldier to the agency.	38.9
11. Yes, I would inform the agency of the soldier's need for their services.	27.8



# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N =2 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43	50			85	100	18	9
2				44				86			
3				45				87			
4				46				88			
5	100			47	50			89			
6				48				90	100	23	15
7				49		8		91	50	9	
8				50				92			
9				51				93			
10				52	50	9		94			
11				53				95			
12				54				96	100	18	3
13				55				97			
14				56				98	50		
15				57				99			
16			3	58				100			
17				59				101			
18				60				102	50		
19				61				103			
20				62				104			
21				63				105			
22				64				106			
23				65	50			107			
24	100	36	3	66				108			
25				67				109			
26				68				110			
27	100		3	69				111			
28				70				112			
29				71				113			
30				72				114			
31				73				115			
32				74				116			
33	100	69	30	75				117			
34				76				118			
35				77				119			
36				78				120			
37				79				121			
38				80				122			
39				81				123			
40				82	50			124			
41				83				125			
42	50	8	3	84				126			
								127			

Summary of Results for  
Kontakt (German-American Club)

I. RESULTS WERE OBTAINED FROM:

- A. 7 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 21.0 |
| 2. E-4 or below, not first term | 14.0 |
| 3. NCOs                         | 11.4 |
| 4. officers                     | 2.0  |
| 5. civilians                    | 29.0 |
| 6. dependents                   | 6.2  |
| 7. others                       | 16.4 |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 97.1 |
| 2. use is mandated             | 2.9  |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 26.4 |
| 2. use services off duty time | 73.6 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 22.2 |
| 2. every now and then         | 31.4 |
| 3. on a regular ongoing basis | 46.4 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 76.1 |
| b. once   | 4.5  |
| c. 2-5 times  | 6.0  |
| d. 6-10 times   | 3.0  |
| e. 11-15 times  | 0.0  |
| f. 16-20 times  | 1.5  |
| g. more than 20 times   | 6.0  |
| h. on a regular basis   | 3.0  |
| 2. First term enlistees who have used services at least once          | 24.0 |

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

	% NCOs reporting
1. very few or none	76.5
2. some	23.5
3. about half	0.0
4. most	0.0
5. all or nearly all	0.0

MEAN RATING = 1.24

### IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	85.7	B. health (psychological)	0.0
C. counseling/advice	57.1	C. legal	0.0
D. goods/equipment/ merchandise	14.3	D. financial	14.3
E. recreation/activities	100.0	E. military	14.9
F. financial support	28.6	F. foreign country	85.7
G. health care services	0.0	G. consumer aid/guidance	14.3
H. nursery/family support	0.0	H. merchandise	14.3
I. coordination	57.1	I. housing	14.3
J. other	0.0	J. leisure/recreation	100.0
		K. education	85.7
		L. citizenship	14.3
		M. transportation	28.6
		N. counseling	42.9
		O. other	14.3

### V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	3.67
2. reputation	3.48
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.92
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.94

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	57.1	23.5	30.9
2. do not know about services	85.7	70.6	32.4
3. do not know how to apply	--	47.1	7.4
4. have heard negative things	14.3	23.5	1.5
5. tried to use, but weren't satisfied	--	11.8	4.4
6. don't want Army to know problems	0.0	0.0	0.0
7. get help from other sources	42.9	5.9	4.4
8. services not available locally	--	0.0	2.9
9. other	42.9	11.8	8.8
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	45.6
2. agency handouts - newsletters	100.0	4.4
3. in-processing	85.7	13.2
4. community publications	100.0	7.4
5. bulletin boards	100.0	5.9
6. AFN-TV	57.1	10.3
7. AFN-radio	85.7	8.8
8. commanders		1.5
9. NCOs	57.1	0.0
10. other soldiers	100.0	22.1
11. other agencies	42.9	2.9
12. Stars and Stripes	42.9	2.9
13. other Army newspapers/magazines	28.6	0.0
14. other means	42.9	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	5.9
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	94.1
9. Yes, I would send the soldier to the agency.	58.8
10. Yes, I would take the soldier to the agency.	41.2
11. Yes, I would inform the agency of the soldier's need for their services.	11.8

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 2 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86			
3				45				87			
4	50			46				88			
5	100		3	47				89	100		
6				48	50			90			
7				49				91			
8	50			50				92			
9	50			51				93			
10				52				94			
11	50			53	100			95			
12				54				96			
13				55				97			
14				56	50			98			
15	50			57				99			
16				58				100			
17				59	50			101			
18	50	8		60				102			
19				61				103			
20				62	50			104			
21				63				105			
22				64	50			106			
23				65	100			107			
24				66				108			
25	50			67	50			109			
26	50			68	50			110			
27	100			69				111			
28				70				112			
29				71	100			113			
30				72				114	100	9	
31				73				115			
32				74				116			
33				75				117			
34	50			76				118		8	
35				77				119	50		
36				78				120			
37				79				121			
38				80				122			
39				81				123			
40				82	100	17		124			
41	100			83				125			
42				84				126			
								127			

Summary of Results for  
Learning Resource Center

I. RESULTS WERE OBTAINED FROM:

- A. 3 representatives of this agency
- B. 71 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED	% of Users
1. first term enlistees	46.7
2. E-4 or below, not first term	23.0
3. NCOs	19.7
4. officers	9.0
5. civilians	0.7
6. dependents	1.0
7. others	0.0
B. VOLUNTARY VS. MANDATED USE	
1. use is on a voluntary basis	46.7
2. use is mandated	53.3
C. DUTY VS. NON-DUTY USE	
1. use services on duty time	90.7
2. use services off duty time	9.3

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE	% of Users
1. as a one time experience	3.3
2. every now and then	45.0
3. on a regular ongoing basis	51.7
B. FIRST TERM ENLISTEE REPORT OF USE	
% FTEs reporting	
1. How often are this agency's services used by first term enlistees?	
a. never	60.6
b. once	9.9
c. 2-5 times	18.3
d. 6-10 times	5.6
e. 11-15 times	1.4
f. 16-20 times	0.0
g. more than 20 times	1.4
h. on a regular basis	2.8
2. First term enlistees who have used services at least once	39.0

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	22.2
2. some	44.4
3. about half	11.1
4. most	16.7
5. all or nearly all	5.6

MEAN RATING = 2.39

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	100.0	B. health (psychological)	0.0
C. counseling/advice	100.0	C. legal	0.0
D. goods/equipment/ merchandise	66.7	D. financial	0.0
E. recreation/activities	0.0	E. military	100.0
F. financial support	0.0	F. foreign country	0.0
G. health care services	0.0	G. consumer aid/guidance	0.0
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	66.7	I. housing	0.0
J. other	0.0	J. leisure/recreation	0.0
		K. education	66.7
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	33.3
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED (Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.56
2. reputation	4.56
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.39
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.19

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	33.3	27.8	26.8
2. do not know about services	66.7	55.6	31.0
3. do not know how to apply	--	27.8	4.2
4. have heard negative things	33.3	11.1	1.4
5. tried to use, but weren't satisfied	--	5.6	5.6
6. don't want Army to know problems	0.0	5.6	1.4
7. get help from other sources	33.3	11.1	1.4
8. services not available locally	--	0.0	1.4
9. other	0.0	11.1	7.0
10. does not apply	66.7	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	40.8
2. agency handouts - newsletters	66.7	4.2
3. in-processing	100.0	19.7
4. community publications	66.7	5.6
5. bulletin boards	100.0	7.0
6. AFN-TV	0.0	8.5
7. AFN-radio	0.0	5.6
8. commanders		18.3
9. NCOs	100.0	28.2
10. other soldiers	100.0	23.9
11. other agencies	66.7	5.6
12. Stars and Stripes	0.0	1.4
13. other Army newspapers/magazines	0.0	2.8
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	5.6
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	88.9
9. Yes, I would send the soldier to the agency.	55.6
10. Yes, I would take the soldier to the agency.	38.9
11. Yes, I would inform the agency of the soldier's need for their services.	11.1



# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 1 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86	100		
3				45	100			87			
4				46				88			
5				47				89			
6	100			48				90			
7				49				91			
8				50				92			
9	100			51	100		3	93			
10	100			52				94	100		
11				53				95			
12	100	9	3	54				96			
13				55				97			
14	100			56		9		98			
15				57				99			
16				58				100			
17				59				101			
18				60				102			
19	100			61				103			
20				62	100	8	6	104			
21				63			3	105	100		
22			3	64				106			
23				65				107			
24				66				108			
25			3	67				109			
26				68				110			
27				69				111			
28				70				112			
29				71				113			
30				72				114			
31	100			73			3	115		9	
32				74				116	100		
33				75				117			
34				76				118			6
35				77			3	119			
36				78				120			
37	100		3	79	100			121	100		
38				80	100			122			
39				81				123			
40				82				124			
41				83				125	100		
42				84	100	8		126			
								127			

Summary of Results for  
Legal Assistance Office/JAG

I. RESULTS WERE OBTAINED FROM:

- A. 10 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED	% of Users
1. first term enlistees	21.6
2. E-4 or below, not first term	12.3
3. NCOs	27.7
4. officers	16.1
5. civilians	7.1
6. dependents	15.2
7. others	0.0
 B. VOLUNTARY VS. MANDATED USE	
1. use is on a voluntary basis	94.1
2. use is mandated	5.9
 C. DUTY VS. NON-DUTY USE	
1. use services on duty time	93.9
2. use services off duty time	6.1

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE	% of Users
1. as a one time experience	52.3
2. every now and then	27.3
3. on a regular ongoing basis	20.4
 B. FIRST TERM ENLISTEE REPORT OF USE	% FTEs reporting
1. How often are this agency's services used by first term enlistees?	
a. never	67.7
b. once	23.1
c. 2-5 times	7.7
d. 6-10 times	0.0
e. 11-15 times	1.5
f. 16-20 times	0.0
g. more than 20 times	0.0
h. on a regular basis	0.0
 2. First term enlistees who have used services at least once	32.0

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	11.8
2. some	47.1
3. about half	29.4
4. most	11.8
5. all or nearly all	0.0

MEAN RATING = 2.41

### IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	80.0	B. health (psychological)	0.0
C. counseling/advice	100.0	C. legal	100.0
D. goods/equipment/ merchandise	0.0	D. financial	50.0
E. recreation/activities	0.0	E. military	70.0
F. financial support	10.0	F. foreign country	80.0
G. health care services	0.0	G. consumer aid/guidance	80.0
H. nursery/family support	10.0	H. merchandise	50.0
I. coordination	70.0	I. housing	40.0
J. other	20.0	J. leisure/recreation	0.0
		K. education	20.0
		L. citizenship	80.0
		M. transportation	10.0
		N. counseling	80.0
		O. other	0.0

### V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.47
2. reputation	4.41
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.33
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.52

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	90.0	55.6	64.2
2. do not know about services	60.0	33.3	7.5
3. do not know how to apply	--	38.9	6.0
4. have heard negative things	0.0	5.6	3.0
5. tried to use, but weren't satisfied	--	11.1	7.5
6. don't want Army to know problems	30.0	22.2	4.5
7. get help from other sources	70.0	5.6	1.5
8. services not available locally	--	0.0	0.0
9. other	20.0	0.0	4.5
10. does not apply	10.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	22.4
2. agency handouts - newsletters	50.0	0.0
3. in-processing	50.0	29.9
4. community publications	60.0	3.0
5. bulletin boards	70.0	9.0
6. AFN-TV	80.0	13.4
7. AFN-radio	80.0	4.5
8. commanders	100.0	19.4
9. NCOs		25.4
10. other soldiers	100.0	19.4
11. other agencies	70.0	1.5
12. Stars and Stripes	30.0	3.0
13. other Army newspapers/magazines	10.0	1.5
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	88.9
9. Yes, I would send the soldier to the agency.	66.7
10. Yes, I would take the soldier to the agency.	38.9
11. Yes, I would inform the agency of the soldier's need for their services.	38.9

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 4 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	25	9	6	43	50			85		18	3
2		17	3	44				86			
3			3	45				87		15	
4				46				88			6
5				47	100	58	24	89			
6				48				90			
7	50	25	3	49				91	50	18	
8	25	8		50				92			
9				51				93	25	8	
10				52		9		94			
11				53				95			
12				54				96			
13	25			55				97			
14				56				98			
15				57	50		3	99			
16			3	58	100	18	9	100			3
17		9		59				101		17	
18				60				102		15	3
19				61	25	17		103			
20	50	64	12	62				104			
21				63				105			
22				64	25			106	25		
23				65				107		36	3
24	50	18	3	66				108	100	45	24
25				67		8		109			
26				68				110	50	17	
27				69		8		111	50	27	3
28				70	25	23	3	112			
29				71				113			
30				72				114			
31				73	75	31	3	115			
32	100	58	14	74			3	116			
33				75			3	117			
34				76		27		118			
35				77				119	50		3
36				78	100	55	12	120	50	25	
37				79				121			
38				80				122	50	55	21
39	25			81	25			123			3
40	100	42	9	82				124	25		
41			3	83	25		3	125			
42				84				126			
								127			

# Summary of Results for Library

## I. RESULTS WERE OBTAINED FROM:

- A. 1 representative of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

## II. USER CHARACTERISTICS

(Source: Agency representative)

### A. CATEGORIES SERVED

% of Users

- 1. first term enlistees
- 2. E-4 or below, not first term
- 3. NCOs
- 4. officers
- 5. civilians
- 6. dependents
- 7. others

no data given

### B. VOLUNTARY VS. MANDATED USE

- 1. use is on a voluntary basis
- 2. use is mandated

100.0  
0.0

### C. DUTY VS. NON-DUTY USE

- 1. use services on duty time
- 2. use services off duty time

50.0  
50.0

## III. FREQUENCY OF USE

(Sources: Agency representative, first term enlistees and NCOs)

### A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- 1. as a one time experience
- 2. every now and then
- 3. on a regular ongoing basis

15.0  
75.0  
10.0

### B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- 1. How often are this agency's services used by first term enlistees?

- a. never
- b. once
- c. 2-5 times
- d. 6-10 times
- e. 11-15 times
- f. 16-20 times
- g. more than 20 times
- h. on a regular basis

35.8  
17.9  
17.9  
6.0  
3.0  
3.0  
4.5  
11.9

- 2. First term enlistees who have used services at least once

64.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	17.6
2. some	52.9
3. about half	11.8
4. most	11.8
5. all or nearly all	5.9

MEAN RATING = 2.35

IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED  
(Source: Agency representative)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	0.0
B. instruction/training	0.0	B. health (psychological)	0.0
C. counseling/advice	0.0	C. legal	0.0
D. goods/equipment/ merchandise	0.0	D. financial	0.0
E. recreation/activities	100.0	E. military	0.0
F. financial support	0.0	F. foreign country	0.0
G. health care services	0.0	G. consumer aid/guidance	0.0
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	0.0	I. housing	0.0
J. other	0.0	J. leisure/recreation	100.0
		K. education	100.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	0.0
		O. other	0.0

V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representative, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	3.67
2. reputation	3.67
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.24
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.61

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representative,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	100.0	58.8	20.6
2. do not know about services	100.0	5.9	7.4
3. do not know how to apply	--	5.9	2.9
4. have heard negative things	0.0	5.9	1.5
5. tried to use, but weren't satisfied	--	29.4	7.4
6. don't want Army to know problems	0.0	17.6	1.5
7. get help from other sources	100.0	5.9	0.0
8. services not available locally	--	5.9	1.5
9. other	0.0	23.5	11.8
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	11.8
2. agency handouts - newsletters	100.0	4.4
3. in-processing	100.0	29.4
4. community publications	100.0	4.4
5. bulletin boards	100.0	8.8
6. AFN-TV	100.0	10.3
7. AFN-radio	100.0	7.4
8. commanders	0.0	2.9
9. NCOs		14.7
10. other soldiers	0.0	41.2
11. other agencies	0.0	5.9
12. Stars and Stripes	0.0	4.4
13. other Army newspapers/magazines	0.0	1.5
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	100.0
9. Yes, I would send the soldier to the agency.	82.4
10. Yes, I would take the soldier to the agency.	47.1
11. Yes, I would inform the agency of the soldier's need for their services.	11.8



# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 1 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86			
3			3	45				87			
4				46				88			
5				47				89			
6				48				90			
7				49				91			
8				50				92			
9				51				93			
10				52				94			
11				53				95			
12				54				96			
13				55				97			
14				56				98			
15				57				99			
16				58				100			
17				59				101			
18	100			60				102			
19				61				103			
20				62	100	8	12	104	100	42	6
21				63				105	100		3
22				64				106			
23				65		9		107			
24				66				108			
25				67				109			
26				68				110			
27				69				111			
28				70				112			
29				71	100			113			
30				72				114			
31				73				115			
32				74				116			
33				75			3	117			3
34				76				118			
35				77				119			
36				78				120			
37		9	9	79				121			
38				80				122			
39				81				123			
40				82				124			
41				83				125			
42				84				126			
								127			

Summary of Results for  
Mental Hygiene Clinic

I. RESULTS WERE OBTAINED FROM:

- A. 6 representatives of this agency
- B. 71 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 30.8 |
| 2. E-4 or below, not first term | 10.5 |
| 3. NCOs                         | 13.2 |
| 4. officers                     | 1.5  |
| 5. civilians                    | 1.5  |
| 6. dependents                   | 42.5 |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 60.8 |
| 2. use is mandated             | 39.2 |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 93.8 |
| 2. use services off duty time | 6.2  |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 25.0 |
| 2. every now and then         | 41.7 |
| 3. on a regular ongoing basis | 33.3 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 87.3 |
| b. once   | 4.2  |
| c. 2-5 times  | 5.6  |
| d. 6-10 times   | 0.0  |
| e. 11-15 times  | 1.4  |
| f. 16-20 times  | 0.0  |
| g. more than 20 times   | 0.0  |
| h. on a regular basis   | 1.4  |
| 2. First term enlistees who have used services at least once          | 13.0 |

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	66.7
2. some	27.8
3. about half	0.0
4. most	0.0
5. all or nearly all	5.6

MEAN RATING = 1.50

## IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	83.3	A. health (physical)	33.3
B. instruction/training	33.3	B. health (psychological)	100.0
C. counseling/advice	100.0	C. legal	16.7
D. goods/equipment/ merchandise	0.0	D. financial	16.7
E. recreation/activities	0.0	E. military	50.0
F. financial support	0.0	F. foreign country	0.0
G. health care services	66.7	G. consumer aid/guidance	16.7
H. nursery/family support	0.0	H. merchandise	0.0
I. coordination	83.3	I. housing	16.7
J. other	16.7	J. leisure/recreation	0.0
		K. education	0.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	100.0
		O. other	0.0

## V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.11
2. reputation	4.56
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.57
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.64

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	33.3	50.0	60.6
2. do not know about services	66.7	38.9	25.4
3. do not know how to apply	--	22.2	1.4
4. have heard negative things	0.0	5.6	1.4
5. tried to use, but weren't satisfied	--	0.0	2.8
6. don't want Army to know problems	100.0	22.2	1.4
7. get help from other sources	50.0	11.1	4.2
8. services not available locally	--	0.0	0.0
9. other	50.0	0.0	2.8
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	47.9
2. agency handouts - newsletters	0.0	4.2
3. in-processing	50.0	21.1
4. community publications	33.3	1.4
5. bulletin boards	0.0	2.8
6. AFN-TV	0.0	2.8
7. AFN-radio	16.7	5.6
8. commanders	100.0	9.9
9. NCOs		16.9
10. other soldiers	100.0	21.1
11. other agencies	100.0	0.0
12. Stars and Stripes	0.0	0.0
13. other Army newspapers/magazines	0.0	1.4
14. other means	16.7	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	5.6
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	55.6
9. Yes, I would send the soldier to the agency.	22.2
10. Yes, I would take the soldier to the agency.	55.6
11. Yes, I would inform the agency of the soldier's need for their services.	44.4

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 3 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43				85			
2				44				86			
3				45	33			87			
4				46				88	67		3
5				47				89			
6	33			48				90			
7				49				91			
8				50				92	100	18	
9				51				93	67		
10	33			52				94			
11				53				95			
12				54	67			96			
13	33			55				97			
14				56				98			
15				57	67	9		99			
16				58	33			100			
17				59				101		17	3
18	33			60				102			
19				61				103	67		
20				62	33			104			
21	100		3	63				105			
22				64	33			106			
23				65				107			
24	33			66	33	8		108	33		
25				67				109	33		
26				68	67			110	67		
27				69	67			111			
28				70				112	67		
29				71	67			113			
30	67			72	33			114			
31				73				115			
32	33			74				116			
33				75				117	67		
34				76				118			
35	67		3	77				119	67		
36				78				120			
37				79				121	33		
38				80				122			
39				81	67			123	33		
40	33			82	33			124	33		
41	33			83				125			
42				84				126	33		
								127			

Summary of Results for  
Military Affiliate Radio Station

I. RESULTS WERE OBTAINED FROM:

- A. 67 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

- 1. How often are this agency's services used by first term enlistees?

a. never	69.7
b. once	13.6
c. 2-5 times	9.1
d. 6-10 times	0.0
e. 11-15 times	1.5
f. 16-20 times	0.0
g. more than 20 times	1.5
h. on a regular basis	4.5

- 2. First term enlistees who have used services at least once

30.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	66.7
2. some	22.2
3. about half	5.6
4. most	5.6
5. all or nearly all	0.0

MEAN RATING = 1.50

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

2.78

- B. First term enlistees' evaluation of services received

2.86

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	27.8	32.8
2. do not know about services	44.4	23.9
3. do not know how to apply	33.3	10.4
4. have heard negative things	5.6	1.5
5. tried to use, but weren't satisfied	11.1	9.0
6. don't want Army to know problems	0.0	1.5
7. get help from other sources	16.7	0.0
8. services not available locally	11.1	1.5
9. other	11.1	1.5
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES		% FTEs
1. none - I don't know about services		29.9
2. agency handouts - newsletters		0.0
3. in-processing		20.9
4. community publications		3.0
5. bulletin boards		9.0
6. AFN-TV		9.0
7. AFN-radio		14.9
8. commanders		6.0
9. NCOs		17.9
10. other soldiers		29.9
11. other agencies		3.0
12. Stars and Stripes		4.5
13. other Army newspapers/magazines		3.0
14. other means		0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?		% NCOs reporting
1. No, this is not my responsibility.		0.0
2. No, I would send the soldier to the 1SG or the company CO.		0.0
3. No, I don't think the agency would help.		0.0
4. No, it would take the soldier away from duty too much.		0.0
5. No, I would refer the soldier to another agency.		0.0
6. No, the agency isn't located near our duty station.		0.0
7. No, for another reason.		0.0
8. Yes, I would tell the soldier about the agency.		94.4
9. Yes, I would send the soldier to the agency.		50.0
10. Yes, I would take the soldier to the agency.		27.8
11. Yes, I would inform the agency of the soldier's need for their services.		22.2

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
----------	--------	----------	--------	----------	--------



Summary of Results for  
Military Police/Provost Marshal

I. RESULTS WERE OBTAINED FROM:

- A. 8 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED	% of Users
1. first term enlistees	39.2
2. E-4 or below, not first term	19.7
3. NCOs	15.5
4. officers	6.5
5. civilians	3.5
6. dependents	14.0
7. others	1.5
B. VOLUNTARY VS. MANDATED USE	
1. use is on a voluntary basis	56.9
2. use is mandated	43.1
C. DUTY VS. NON-DUTY USE	
1. use services on duty time	70.0
2. use services off duty time	30.0

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE	% of Users
1. as a one time experience	46.3
2. every now and then	31.2
3. on a regular ongoing basis	22.5
B. FIRST TERM ENLISTEE REPORT OF USE	% FTEs reporting
1. How often are this agency's services used by first term enlistees?	
a. never	67.6
b. once	22.1
c. 2-5 times	5.9
d. 6-10 times	2.9
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	1.4
h. on a regular basis	0.0
2. First term enlistees who have used services at least once	32.0

# C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	58.8
2. some	11.8
3. about half	17.6
4. most	5.9
5. all or nearly all	5.9

MEAN RATING = 1.88

# IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	25.0
B. instruction/training	62.5	B. health (psychological)	0.0
C. counseling/advice	37.5	C. legal	0.0
D. goods/equipment/ merchandise	12.5	D. financial	0.0
E. recreation/activities	12.5	E. military	62.5
F. financial support	12.5	F. foreign country	50.0
G. health care services	12.5	G. consumer aid/guidance	0.0
H. nursery/family support	12.5	H. merchandise	0.0
I. coordination	87.5	I. housing	0.0
J. other	50.0	J. leisure/recreation	0.0
		K. education	0.0
		L. citizenship	0.0
		M. transportation	0.0
		N. counseling	12.5
		O. other	12.5

# V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.43
2. reputation	4.43
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	2.88
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	2.52

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	37.5	64.7	70.6
2. do not know about services	25.0	52.9	4.4
3. do not know how to apply	--	5.9	1.5
4. have heard negative things	25.0	23.5	2.9
5. tried to use, but weren't satisfied	--	0.0	4.4
6. don't want Army to know problems	37.5	11.8	0.0
7. get help from other sources	25.0	0.0	0.0
8. services not available locally	--	0.0	1.5
9. other	0.0	11.8	1.5
10. does not apply	37.5	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	23.5
2. agency handouts - newsletters	37.5	2.9
3. in-processing	87.5	25.0
4. community publications	62.5	10.3
5. bulletin boards	37.5	8.8
6. AFN-TV	0.0	11.8
7. AFN-radio	25.0	10.3
8. commanders	87.5	11.8
9. NCOs		25.0
10. other soldiers	87.5	23.5
11. other agencies	62.5	7.4
12. Stars and Stripes	12.5	7.4
13. other Army newspapers/magazines	0.0	7.4
14. other means	0.0	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	5.9
2. No, I would send the soldier to the 1SG or the company CO.	11.8
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	94.1
9. Yes, I would send the soldier to the agency.	64.7
10. Yes, I would take the soldier to the agency.	52.9
11. Yes, I would inform the agency of the soldier's need for their services.	5.9

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 4 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43	25			85			
2				44	100			86			
3	25			45				87	25		
4				46	75			88			
5				47	25			89			
6	25			48				90			
7				49				91			
8				50				92			
9	100			51				93	25		
10				52	75			94			
11				53				95			
12	25			54	25			96	100		
13				55	100	17		97			
14	25			56				98	25		
15	25			57				99	50		
16	25			58				100	25		
17				59				101	50		3
18				60				102			
19	25			61	75	25	3	103			
20	75			62				104			
21	50			63	50			105			
22				64	25	9		106			
23				65				107	50		3
24	25			66				108	25		
25	25			67	100	8	3	109			
26				68				110	50		
27	75			69				111			
28				70	100		6	112			
29				71				113			
30				72				114			
31	25		3	73				115			
32	25			74				116			
33				75				117			
34				76				118			
35				77	25			119	50		
36				78				120	25		
37				79				121			
38				80				122			
39	25			81				123	25		
40	100			82	25			124			
41				83				125	25		
42				84				126			
								127			

Summary of Results for  
Post Office

I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

a. never	8.6
b. once	8.6
c. 2-5 times	12.9
d. 6-10 times	18.6
e. 11-15 times	11.4
f. 16-20 times	4.3
g. more than 20 times	12.9
h. on a regular basis	22.9

2. First term enlistees who have used services at least once

91.0

C. NCO PERCEPTIONS OF AGENCY USE BY  
FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	0.0
2. some	0.0
3. about half	0.0
4. most	5.6
5. all or nearly all	94.4

MEAN RATING = 4.94

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

3.44

- B. First term enlistees' evaluation of services received

3.20

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE  
(Sources: First term enlistees and NCOs)

Percent reporting  
NCO FTE

1. do not need services	55.6	5.6
2. do not know about services	61.1	4.2
3. do not know how to apply	5.6	1.4
4. have heard negative things	11.1	1.4
5. tried to use, but weren't satisfied	11.1	11.3
6. don't want Army to know problems	0.0	1.4
7. get help from other sources	5.6	5.6
8. services not available locally	0.0	1.4
9. other	5.6	2.8
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES  
LEARN ABOUT SERVICES

% FTEs

1. none - I don't know about services	5.6
2. agency handouts - newsletters	8.5
3. in-processing	47.9
4. community publications	15.5
5. bulletin boards	18.3
6. AFN-TV	16.9
7. AFN-radio	15.5
8. commanders	21.1
9. NCOs	35.2
10. other soldiers	53.5
11. other agencies	7.0
12. Stars and Stripes	14.1
13. other Army newspapers/magazines	11.3
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

% NCOs reporting

1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	5.6
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	88.9
9. Yes, I would send the soldier to the agency.	44.4
10. Yes, I would take the soldier to the agency.	33.3
11. Yes, I would inform the agency of the soldier's need for their services.	22.2

## VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
095	54.0				

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
007	3.0	020	3.0	095	18.0

Summary of Results for  
Recreation Center/Services

I. RESULTS WERE OBTAINED FROM:

- A. 9 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 33.0 |
| 2. E-4 or below, not first term | 29.0 |
| 3. NCOs                         | 17.2 |
| 4. officers                     | 8.4  |
| 5. civilians                    | 5.0  |
| 6. dependents                   | 7.4  |
| 7. others                       | 0.0  |

B. VOLUNTARY VS. MANDATED USE

- |                                |      |
|--------------------------------|------|
| 1. use is on a voluntary basis | 96.2 |
| 2. use is mandated             | 3.8  |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 15.6 |
| 2. use services off duty time | 84.4 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 9.4  |
| 2. every now and then         | 27.0 |
| 3. on a regular ongoing basis | 63.6 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

- |   |      |
|---|------|
| 1. How often are this agency's services used by first term enlistees? |      |
| a. never  | 21.2 |
| b. once   | 1.5  |
| c. 2-5 times  | 24.2 |
| d. 6-10 times   | 19.7 |
| e. 11-15 times  | 9.1  |
| f. 16-20 times  | 4.5  |
| g. more than 20 times   | 9.1  |
| h. on a regular basis   | 10.6 |
| 2. First term enlistees who have used services at least once          | 79.0 |



### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	5.6
2. some	38.9
3. about half	27.8
4. most	27.8
5. all or nearly all	0.0

MEAN RATING = 2.78

### IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED (Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	33.3
B. instruction/training	88.9	B. health (psychological)	44.4
C. counseling/advice	44.4	C. legal	0.0
D. goods/equipment/ merchandise	77.8	D. financial	22.2
E. recreation/activities	100.0	E. military	22.2
F. financial support	22.2	F. foreign country	33.3
G. health care services	11.1	G. consumer aid/guidance	33.3
H. nursery/family support	11.1	H. merchandise	33.3
I. coordination	66.7	I. housing	0.0
J. other	0.0	J. leisure/recreation	100.0
		K. education	33.3
		L. citizenship	11.1
		M. transportation	22.2
		N. counseling	22.2
		O. other	0.0

### V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.41
2. reputation	3.81
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.28
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.29

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting Agency*	NCO	FTE
1. do not need services	55.6	38.9	20.9
2. do not know about services	88.9	22.2	9.0
3. do not know how to apply	--	11.1	4.5
4. have heard negative things	44.1	22.2	1.5
5. tried to use, but weren't satisfied	--	22.2	9.0
6. don't want Army to know problems	11.1	0.0	1.5
7. get help from other sources	66.7	27.8	1.5
8. services not available locally	--	0.0	4.5
9. other	33.3	0.0	7.5
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	9.0
2. agency handouts - newsletters	88.9	13.4
3. in-processing	88.9	35.8
4. community publications	100.0	14.9
5. bulletin boards	100.0	23.9
6. AFN-TV	55.6	20.9
7. AFN-radio	100.0	14.9
8. commanders		9.0
9. NCOs	88.9	22.4
10. other soldiers	100.0	59.7
11. other agencies	66.7	9.0
12. Stars and Stripes	44.4	13.4
13. other Army newspapers/magazines	44.4	6.0
14. other means	11.1	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	88.9
9. Yes, I would send the soldier to the agency.	44.4
10. Yes, I would take the soldier to the agency.	27.8
11. Yes, I would inform the agency of the soldier's need for their services.	16.7

Summary of Results for  
Red Cross

I. RESULTS WERE OBTAINED FROM:

- A. 8 representatives of this agency
- B. 68 first term enlistees
- C. 17 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED	% of Users
1. first term enlistees	35.9
2. E-4 or below, not first term	23.6
3. NCOs	15.0
4. officers	4.3
5. civilians	6.6
6. dependents	14.7
7. others	0.0
 B. VOLUNTARY VS. MANDATED USE	
1. use is on a voluntary basis	97.2
2. use is mandated	2.8
 C. DUTY VS. NON-DUTY USE	
1. use services on duty time	81.9
2. use services off duty time	18.1

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE	% of Users
1. as a one time experience	65.6
2. every now and then	18.4
3. on a regular ongoing basis	16.0
 B. FIRST TERM ENLISTEE REPORT OF USE	% FTEs reporting
1. How often are this agency's services used by first term enlistees?	
a. never	80.9
b. once	11.8
c. 2-5 times	5.9
d. 6-10 times	0.0
e. 11-15 times	0.0
f. 16-20 times	1.5
g. more than 20 times	0.0
h. on a regular basis	0.0
2. First term enlistees who have used services at least once	19.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	11.8
2. some	41.2
3. about half	11.8
4. most	29.4
5. all or nearly all	5.9

MEAN RATING = 2.77

IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED  
(Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	75.0
B. instruction/training	87.5	B. health (psychological)	25.0
C. counseling/advice	100.0	C. legal	25.0
D. goods/equipment/ merchandise	25.0	D. financial	100.0
E. recreation/activities	37.5	E. military	62.5
F. financial support	100.0	F. foreign country	62.5
G. health care services	62.5	G. consumer aid/guidance	25.0
H. nursery/family support	50.0	H. merchandise	12.5
I. coordination	100.0	I. housing	37.5
J. other	37.5	J. leisure/recreation	37.5
		K. education	50.0
		L. citizenship	12.5
		M. transportation	50.0
		N. counseling	100.0
		O. other	0.0

V. OPINIONS OF SERVICES PROVIDED/RECEIVED  
(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	5.00
2. reputation	4.67
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.47
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.60

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting		
	Agency*	NCO	FTE
1. do not need services	87.5	64.7	63.2
2. do not know about services	100.0	41.2	11.8
3. do not know how to apply	--	52.9	4.4
4. have heard negative things	12.5	11.8	1.5
5. tried to use, but weren't satisfied	--	17.6	2.9
6. don't want Army to know problems	25.0	0.0	1.5
7. get help from other sources	75.0	23.5	4.4
8. services not available locally	--	0.0	0.0
9. other	12.5	5.9	1.5
10. does not apply	0.0	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	14.7
2. agency handouts - newsletters	87.5	22.1
3. in-processing	100.0	42.6
4. community publications	100.0	16.2
5. bulletin boards	62.5	23.5
6. AFN-TV	75.0	30.9
7. AFN-radio	87.5	32.4
8. commanders	87.5	20.6
9. NCOs		41.2
10. other soldiers	87.5	39.7
11. other agencies	87.5	20.6
12. Stars and Stripes	62.5	17.6
13. other Army newspapers/magazines	37.5	17.6
14. other means	12.5	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency. Agencies mentioned were:	5.9
Army Emergency Relief	
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	94.1
9. Yes, I would send the soldier to the agency.	76.5
10. Yes, I would take the soldier to the agency.	64.7
11. Yes, I would inform the agency of the soldier's need for their services.	29.4

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 3 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1	67			43			6	85			
2	33			44				86			
3	33			45				87			
4				46				88			
5				47				89			
6				48				90			
7				49				91			
8	33			50				92			
9				51				93			
10				52				94			
11				53				95			
12				54				96			
13	100	9	6	55				97			
14				56				98			
15				57				99			
16				58				100			
17				59				101			
18				60			3	102			
19				61				103			
20				62				104			
21				63				105			
22				64				106			
23				65				107			
24				66				108			
25				67				109			
26				68				110			
27				69				111			
28	67	15	3	70				112			
29				71				113			
30				72				114			
31				73				115			
32				74				116			
33				75				117			
34				76				118			
35		9	3	77				119			
36		8		78				120			
37				79				121			
38				80				122			
39			3	81	33			123			3
40				82				124		9	
41				83				125	33	25	3
42				84				126			
								127			

Summary of Results for  
Reenlistment/Career Counselor

I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

a. never	56.3
b. once	23.9
c. 2-5 times	16.9
d. 6-10 times	0.0
e. 11-15 times	1.4
f. 16-20 times	0.0
g. more than 20 times	0.0
h. on a regular basis	1.4

2. First term enlistees who have used services at least once

44.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	0.0
2. some	38.9
3. about half	16.7
4. most	16.7
5. all or nearly all	27.8

MEAN RATING = 3.33

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

3.22

- B. First term enlistees' evaluation of services received

2.59

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	55.6	54.9
2. do not know about services	16.7	9.9
3. do not know how to apply	5.6	7.0
4. have heard negative things	44.4	0.0
5. tried to use, but weren't satisfied	16.7	8.5
6. don't want Army to know problems	2.2	1.4
7. get help from other sources	11.1	5.6
8. services not available locally	0.0	0.0
9. other	11.1	1.4
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	23.9
2. agency handouts - newsletters	14.1
3. in-processing	32.4
4. community publications	11.3
5. bulletin boards	14.1
6. AFN-TV	14.1
7. AFN-radio	14.1
8. commanders	36.6
9. NCOs	33.8
10. other soldiers	31.0
11. other agencies	5.6
12. Stars and Stripes	8.5
13. other Army newspapers/magazines	11.3
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	5.6
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	5.6
8. Yes, I would tell the soldier about the agency.	83.3
9. Yes, I would send the soldier to the agency.	66.7
10. Yes, I would take the soldier to the agency.	55.6
11. Yes, I would inform the agency of the soldier's need for their services.	55.6



VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
075	9.0				

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
068	9.0	075	45.0	086	3.0

Summary of Results for  
Stars and Stripes Bookstore

I. RESULTS WERE OBTAINED FROM:

- A. 67 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services  
used by first term enlistees?

a. never	11.9
b. once	3.0
c. 2-5 times	16.4
d. 6-10 times	19.4
e. 11-15 times	3.0
f. 16-20 times	3.0
g. more than 20 times	20.9
h. on a regular basis	22.4

2. First term enlistees who have used  
services at least once

88.0

C. NCO PERCEPTIONS OF AGENCY USE BY  
FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use  
this agency's services?

1. very few or none	0.0
2. some	5.6
3. about half	22.2
4. most	27.8
5. all or nearly all	44.4

MEAN RATING = 4.11

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

A. NCOs perceptions of services provided  
to first term enlistees

3.78

B. First term enlistees' evaluation of  
services received

3.81

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	55.6	13.4
2. do not know about services	5.6	1.5
3. do not know how to apply	11.1	0.0
4. have heard negative things	0.0	3.0
5. tried to use, but weren't satisfied	5.6	4.5
6. don't want Army to know problems	0.0	0.0
7. get help from other sources	16.7	4.5
8. services not available locally	0.0	0.0
9. other	16.7	1.5
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	9.0
2. agency handouts - newsletters	7.5
3. in-processing	17.9
4. community publications	13.4
5. bulletin boards	19.4
6. AFN-TV	26.9
7. AFN-radio	22.4
8. commanders	7.5
9. NCOs	19.4
10. other soldiers	50.7
11. other agencies	6.0
12. Stars and Stripes	25.4
13. other Army newspapers/magazines	3.0
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the ISG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	94.4
9. Yes, I would send the soldier to the agency.	44.4
10. Yes, I would take the soldier to the agency.	22.2
11. Yes, I would inform the agency of the soldier's need for their services.	11.1

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
----------	--------	----------	--------	----------	--------

# Summary of Results for Thrift Shop

## I. RESULTS WERE OBTAINED FROM:

- A. 68 first term enlistees
- B. 17 non-commissioned officers

## II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

### A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

- 1. How often are this agency's services used by first term enlistees?

a. never	66.2
b. once	13.2
c. 2-5 times	7.4
d. 6-10 times	7.4
e. 11-15 times	0.0
f. 16-20 times	1.5
g. more than 20 times	2.9
h. on a regular basis	1.5

- 2. First term enlistees who have used services at least once

34.0

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	29.4
2. some	52.9
3. about half	11.8
4. most	5.9
5. all or nearly all	0.0

MEAN RATING = 1.94

## III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

3.06

- B. First term enlistees' evaluation of services received

3.39

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	70.6	41.2
2. do not know about services	58.8	27.9
3. do not know how to apply	23.5	0.0
4. have heard negative things	11.8	0.0
5. tried to use, but weren't satisfied	11.8	0.0
6. don't want Army to know problems	0.0	0.0
7. get help from other sources	11.8	2.9
8. services not available locally	0.0	1.5
9. other	11.8	2.9
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	39.7
2. agency handouts - newsletters	4.4
3. in-processing	10.3
4. community publications	7.4
5. bulletin boards	4.4
6. AFN-TV	0.0
7. AFN-radio	1.5
8. commanders	0.0
9. NCOs	7.4
10. other soldiers	27.9
11. other agencies	1.5
12. Stars and Stripes	1.5
13. other Army newspapers/magazines	0.0
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	5.9
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	5.9
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.9
8. Yes, I would tell the soldier about the agency.	88.2
9. Yes, I would send the soldier to the agency.	76.5
10. Yes, I would take the soldier to the agency.	35.3
11. Yes, I would inform the agency of the soldier's need for their services.	11.8

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
----------	--------	----------	--------	----------	--------

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
----------	--------	----------	--------	----------	--------

Summary of Results for  
Travel and Tours Office

I. RESULTS WERE OBTAINED FROM:

- A. 71 first term enlistees
- B. 18 non-commissioned officers

II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

a. never	55.9
b. once	14.7
c. 2-5 times	19.1
d. 6-10 times	7.4
e. 11-15 times	1.5
f. 16-20 times	0.0
g. more than 20 times	1.5
h. on a regular basis	0.0

2. First term enlistees who have used services at least once

44.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	0.0
2. some	70.6
3. about half	29.4
4. most	0.0
5. all or nearly all	0.0

MEAN RATING = 2.29

III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

- A. NCOs perceptions of services provided to first term enlistees

3.38

- B. First term enlistees' evaluation of services received

3.93

\*1 is low; 5 is high



IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	33.3	21.1
2. do not know about services	38.9	14.1
3. do not know how to apply	38.9	4.2
4. have heard negative things	16.7	1.4
5. tried to use, but weren't satisfied	5.6	1.4
6. don't want Army to know problems	0.0	1.4
7. get help from other sources	5.6	5.6
8. services not available locally	0.0	1.4
9. other	22.2	19.7
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	12.7
2. agency handouts - newsletters	33.8
3. in-processing	31.0
4. community publications	16.9
5. bulletin boards	35.2
6. AFN-TV	31.0
7. AFN-radio	33.8
8. commanders	19.7
9. NCOs	28.2
10. other soldiers	49.3
11. other agencies	12.7
12. Stars and Stripes	22.5
13. other Army newspapers/magazines	18.3
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason. Reasons mentioned were: time conflicts	5.6
8. Yes, I would tell the soldier about the agency.	83.3
9. Yes, I would send the soldier to the agency.	66.7
10. Yes, I would take the soldier to the agency.	44.4
11. Yes, I would inform the agency of the soldier's need for their services.	27.8

VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
005	17.0	059	42.0	115	9.0

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
053	6.0	082	3.0	115	3.0

Summary of Results for  
United Service Organization

I. RESULTS WERE OBTAINED FROM:

- A. 7 representatives of this agency
- B. 67 first term enlistees
- C. 18 non-commissioned officers

II. USER CHARACTERISTICS

(Source: Agency representatives)

A. CATEGORIES SERVED

% of Users

- |                                 |      |
|---------------------------------|------|
| 1. first term enlistees         | 29.0 |
| 2. E-4 or below, not first term | 20.6 |
| 3. NCOs                         | 15.0 |
| 4. officers                     | 9.8  |
| 5. civilians                    | 5.8  |
| 6. dependents                   | 23.8 |
| 7. others                       | 0.8  |

B. VOLUNTARY VS. MANDATED USE

- |                                |       |
|--------------------------------|-------|
| 1. use is on a voluntary basis | 100.0 |
| 2. use is mandated             | 0.0   |

C. DUTY VS. NON-DUTY USE

- |                               |      |
|-------------------------------|------|
| 1. use services on duty time  | 32.1 |
| 2. use services off duty time | 67.7 |

III. FREQUENCY OF USE

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY PERCEPTIONS OF FREQUENCY OF USE

% of Users

- |                               |      |
|-------------------------------|------|
| 1. as a one time experience   | 16.4 |
| 2. every now and then         | 34.3 |
| 3. on a regular ongoing basis | 49.3 |

B. FIRST TERM ENLISTEE REPORT OF USE

% FTEs reporting

1. How often are this agency's services used by first term enlistees?

- |                       |      |
|-----------------------|------|
| a. never              | 75.4 |
| b. once               | 6.2  |
| c. 2-5 times          | 10.8 |
| d. 6-10 times         | 4.6  |
| e. 11-15 times        | 3.1  |
| f. 16-20 times        | 0.0  |
| g. more than 20 times | 0.0  |
| h. on a regular basis | 0.0  |

2. First term enlistees who have used services at least once

25.0

C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

How many first term enlistees use  
this agency's services?

% NCOs reporting

1. very few or none	47.1
2. some	23.5
3. about half	11.8
4. most	11.8
5. all or nearly all	5.9

MEAN RATING = 2.06

IV. TYPES OF SERVICES (DIRECT AND INDIRECT) PROVIDED  
(Source: Agency representatives)

Type of Service	% reporting	Area of Service	% reporting
A. information	100.0	A. health (physical)	28.6
B. instruction/training	42.9	B. health (psychological)	42.9
C. counseling/advice	100.0	C. legal	28.6
D. goods/equipment/ merchandise	85.7	D. financial	57.1
E. recreation/activities	100.0	E. military	42.9
F. financial support	14.3	F. foreign country	85.7
G. health care services	0.0	G. consumer aid/guidance	85.7
H. nursery/family support	85.7	H. merchandise	28.6
I. coordination	100.0	I. housing	57.1
J. other	14.3	J. leisure/recreation	100.0
		K. education	42.9
		L. citizenship	14.3
		M. transportation	85.7
		N. counseling	28.6
		O. other	14.3

V. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: Agency representatives, first term enlistees and NCOs)

A. AGENCY'S OPINIONS OF ITS:	Score*
1. effectiveness	4.81
2. reputation	4.77
B. NCOs PERCEPTIONS OF SERVICES PROVIDED TO FIRST TERM ENLISTEES	3.19
C. FIRST TERM ENLISTEES' EVALUATION OF SERVICES RECEIVED	3.39

\*Agency scores have been converted to a 5-point scale  
on which 1 is low

# VI. REASONS FOR NON-USE OR INFREQUENT USE

(Sources: Agency representatives,  
first term enlistees and NCOs)

	Percent reporting	
	Agency*	NCO FTE
1. do not need services	50.0	34.3
2. do not know about services	38.9	25.4
3. do not know how to apply	27.8	6.0
4. have heard negative things	11.1	1.5
5. tried to use, but weren't satisfied	5.6	1.5
6. don't want Army to know problems	0.0	0.0
7. get help from other sources	0.0	9.0
8. services not available locally	33.3	6.0
9. other	5.6	0.0
10. does not apply	0.0	0.0

\*For all potential users, not just first term enlistees

# VII. WAYS IN WHICH AGENCY INFORMS POTENTIAL USERS AND WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES

	% agency	% FTEs
1. none - I don't know about services	--	46.3
2. agency handouts - newsletters	100.0	11.9
3. in-processing	85.7	16.4
4. community publications	100.0	11.9
5. bulletin boards	100.0	17.9
6. AFN-TV	71.4	19.4
7. AFN-radio	100.0	14.9
8. commanders	85.7	10.4
9. NCOs		13.4
10. other soldiers	100.0	19.4
11. other agencies	85.7	7.5
12. Stars and Stripes	85.7	16.4
13. other Army newspapers/magazines	100.0	9.0
14. other means	14.3	0.0

# VIII. ROLE NCOs TAKE VIS A VIS THIS AGENCY:

If a soldier needs the kind of services offered by  
this agency, does the NCO inform or refer the soldier?

	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	5.6
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	5.6
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	83.3
9. Yes, I would send the soldier to the agency.	66.7
10. Yes, I would take the soldier to the agency.	44.4
11. Yes, I would inform the agency of the soldier's need for their services.	27.8

# IX. LIFE ROLE DEMANDS

COLUMN A: Demand Number

COLUMN B: Demands which agency representatives indicate they address (percent reporting) (N = 6 )

COLUMN C: Demands which NCOs suggest that first term enlistees go to this agency for help with (percent reporting)

COLUMN D: Demands which first term enlistees report they would go to this agency for help with (percent reporting)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1				43	33			85			
2				44				86	17		
3	33			45				87	50		
4	17			46				88			
5	83	17		47	17			89	33	8	
6				48	67			90	67		
7			3	49	17			91	50		
8	17			50				92	67		
9	17			51				93			
10	50		3	52	50			94			
11	67			53	100	8	6	95	33		
12				54				96	17		
13	50			55				97	50		
14	17			56				98	17		
15	50			57	17			99			
16				58				100	17		
17				59	100	8		101			
18	67		6	60				102			
19				61				103	67		
20				62				104			
21	33			63				105	33		
22				64	17			106	67		
23				65	67			107	17		
24	50			66				108	50		
25				67				109	50		
26	17			68	67			110	67		
27	67			69				111	17		
28				70	17			112	67		
29				71	83			113	17		
30	50			72				114	67		
31				73				115	50		
32	50			74	17			116	17		
33	50			75	17			117	17		
34	67			76				118	50	8	
35	33		3	77	67			119			
36				78				120	67		
37				79	17			121			
38				80				122	17		
39				81	67			123	67		
40	17			82	67			124	50		
41	83			83	17			125			
42	67			84				126	17		
								127	67		

# Summary of Results for Vehicle Registration

## I. RESULTS WERE OBTAINED FROM:

- A. 68 first term enlistees
- B. 17 non-commissioned officers

## II. FREQUENCY OF USE

(Sources: First term enlistees and NCOs)

### A. FIRST TERM ENLISTEE REPORT ON USE

% FTEs reporting

#### 1. How often are this agency's services used by first term enlistees?

a. never	86.6
b. once	4.5
c. 2-5 times	3.0
d. 6-10 times	6.0
e. 11-15 times	0.0
f. 16-20 times	0.0
g. more than 20 times	0.0
h. on a regular basis	0.0

#### 2. First term enlistees who have used services at least once

13.0

### C. NCO PERCEPTIONS OF AGENCY USE BY FIRST TERM ENLISTEES

% NCOs reporting

How many first term enlistees use this agency's services?

1. very few or none	23.5
2. some	52.9
3. about half	0.0
4. most	11.8
5. all or nearly all	11.8

MEAN RATING = 2.35

## III. OPINIONS OF SERVICES PROVIDED/RECEIVED

(Sources: First term enlistees and NCOs)

Mean Score\*

### A. NCOs perceptions of services provided to first term enlistees

3.67

### B. First term enlistees' evaluation of services received

3.33

\*1 is low; 5 is high

IV. REASONS FOR NON-USE OR INFREQUENT USE (Sources: First term enlistees and NCOs)	Percent reporting	
	NCO	FTE
1. do not need services	88.2	63.2
2. do not know about services	29.4	14.7
3. do not know how to apply	17.6	4.4
4. have heard negative things	5.9	0.0
5. tried to use, but weren't satisfied	17.6	1.5
6. don't want Army to know problems	0.0	2.9
7. get help from other sources	0.0	0.0
8. services not available locally	0.0	0.0
9. other	11.8	0.0
10. does not apply	0.0	0.0

V. WAYS IN WHICH FIRST TERM ENLISTEES LEARN ABOUT SERVICES	% FTEs
1. none - I don't know about services	36.8
2. agency handouts - newsletters	2.9
3. in-processing	16.2
4. community publications	1.5
5. bulletin boards	1.5
6. AFN-TV	0.0
7. AFN-radio	0.0
8. commanders	4.4
9. NCOs	17.6
10. other soldiers	22.1
11. other agencies	1.5
12. Stars and Stripes	0.0
13. other Army newspapers/magazines	1.5
14. other means	0.0

VI. ROLE NCOs TAKE VIS A VIS THIS AGENCY: If a soldier needs the kind of services offered by this agency, does the NCO inform or refer the soldier?	% NCOs reporting
1. No, this is not my responsibility.	0.0
2. No, I would send the soldier to the 1SG or the company CO.	0.0
3. No, I don't think the agency would help.	0.0
4. No, it would take the soldier away from duty too much.	0.0
5. No, I would refer the soldier to another agency.	0.0
6. No, the agency isn't located near our duty station.	0.0
7. No, for another reason.	0.0
8. Yes, I would tell the soldier about the agency.	100.0
9. Yes, I would send the soldier to the agency.	58.8
10. Yes, I would take the soldier to the agency.	58.8
11. Yes, I would inform the agency of the soldier's need for their services.	11.8



VII. LIFE ROLE DEMANDS

- A. NCOs suggest that first term enlistees go to this agency for help with the following demands.

Demand #	% NCOs	Demand #	% NCOs	Demand #	% NCOs
044	25.0				

- B. First term enlistees report that they would go to this agency for help with the following demands.

Demand #	% FTEs	Demand #	% FTEs	Demand #	% FTEs
044	3.0				